

ANNUAL REPORT

1992 - 1993



City of
CAMBRIDGE, MASSACHUSETTS

FRONT COVER PHOTO

The New Area IV Youth Center, a 20,000 square foot,
state of the art facility, serving the Area IV Community.

Printed on recycled material

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CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

To the Honorable, the City Council,
Citizens and Taxpayers of Cambridge:

On behalf of the City of Cambridge, its employees and the distinguished members of the City Council, I am pleased to present to you the City of Cambridge's Annual Report for the Fiscal Year beginning July 1, 1992, and ending June 30, 1993. I hope you will find this Annual Report both interesting and informative as it recapitulates the accomplishments and achievements of the City's operations, and its depiction of Cambridge as an exciting and hospitable city in which to live, work and visit.

At a time when the state of the economy has continued to experience little growth and Federal and State dollars to cities and towns have substantially diminished, the City of Cambridge has been fortunate enough, thus far, to have been spared the chaotic and unpleasant tribulation of service cutbacks and layoffs that so many communities throughout the Commonwealth have had to endure. In recent years, the City has enjoyed a comfortable margin between the actual property tax levy and legal levy limit and now, for the first time since proposition 2½, the City is coming close to its legal levy limit. The City is closely monitoring its fiscal condition and is taking all necessary budgetary measures to insure that the fiscal health of our City is well preserved. These budgetary measures include reviewing all of the City's health insurance plans, and streamlining City programs and services by eliminating duplication of effort so the public can be better served. The City continued to follow a sound debt management plan, improved its liquidity, and carefully managed its free cash and investment practices. Cambridge takes pride in the fact that it received the Certificate of Achievement for Excellence in Financial Reporting as well as the Distinguished Budget Presentation Award from the Government Finance Officers Association for the seventh consecutive year.

The Cambridge Hospital's innovative community health programs have been hailed as national models and were publicly acknowledged by First Lady Hillary Rodham Clinton at the American Hospital Association's (AHA) annual convention. The Cambridge Hospital continued its commitment to improving the health of our community through its nationally recognized and innovative neighborhood health care system. The majority of its patients are Cambridge residents who enjoy the convenience of the neighborhood health centers and the campus based specialty clinics. The Cambridge Hospital prides itself on serving all patients equally, regardless of their ability to pay. Outpatient volume shows an increase in use by TCH patients and grew from 163,134 in FY92 to 178,354 in FY93, an increase of over 9%. Medicare, Medicaid, and self-pay patients constitute approximately 80% of TCH's total charges.

Our school system continues to receive local and national recognition for a wide array of academic and student support programs and competitions. Overall, student enrollment has increased this past year and students have demonstrated significant academic growth. The City continues its commitment to making education a priority by not only allocating enough dollars to fund all the school programs that it provides, but also by continuing to work with members of the School Committee, students, parents and teachers in order to provide our students a safe environment that is conducive to learning, and a curriculum that reflects the diverse population of our student body.

The City's commitment to public safety continues to be a high priority. FY93 saw the deployment of 30 additional police officers on the streets of Cambridge. Also, 28 additional firefighters have joined the Fire Department, enabling the Department to increase the numbers of four-person crews responding to fire incidents.

Cambridge, a frontrunner in providing municipal childcare services, continues to deliver pre-school and after-school care to more than 300 children. In addition to the substantial scholarship assistance provided to municipal programs, this year the City has undertaken the establishment of a Citywide Scholarship Fund to join with businesses and

foundations to serve an expanded number of Cambridge children. Also, planning for an Office of Employment and Training has been undertaken which, when implemented, will be responsible for serving Cambridge residents and carrying out the City's Workforce Development Policy. Included in this effort will be the ongoing operation of the Citywide Youth Employment Office which this year opened a new youth employment center at CRLS and initiated planning with the business community for a comprehensive apprenticeship program for Cambridge youth.

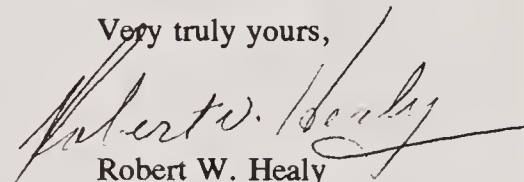
The City has also undertaken a variety of responses to substance abuse and violence among our youth. Youth programming was expanded to include both a preventative health curriculum and personal development seminars through the network of youth centers to help prepare Cambridge youth for the challenges ahead. Positive Edge, a youth outreach and advocacy program, directs its attention toward at-risk youth who have not been reached through conventional efforts, and provides institutional links and assistance to city youth who have dropped out of school, the court involved, or are experiencing difficulties and require guidance and support. In addition, the opening of the Area IV Youth Center marked the culmination of several years of community and municipal planning to realize a facility that would serve the needs of the youth in the community.

This year, the City continued its commitment to improve the preservation of our natural environment by not only expanding the existing operations of the recycling program, but also establishing for the first time an environmental program that will provide the City leadership on a variety of environmental issues including air quality and the State's proposed Charles River crossing plan.

As Cambridge enters mid 90's, the challenges ahead will require even greater responsible fiscal management, efficient and carefully managed programs, and mutual cooperation, thus insuring residents of Cambridge a sustained high level of service delivery.

I would like to thank the citizens of Cambridge, its employees, and the distinguished members of the City Council for their dedication and commitment in keeping Cambridge a spirited and hospitable city for its residents, workforce and visitors.

Very truly yours,

A handwritten signature in dark ink, appearing to read "Robert W. Healy", with a long, sweeping horizontal line extending to the right.

Robert W. Healy
City Manager



**City Council
1992 - 1993**

Front row, left to right, Councillors Walter J. Sullivan, Sheila T. Russell, Alice K. Wolf, Mayor Kenneth E. Reeves. Back row, left to right, Timothy J. Toomey, Jr., Vice Mayor Edward N. Cyr, Jonathan S. Myers, William H. Walsh, Francis H. Duehay.

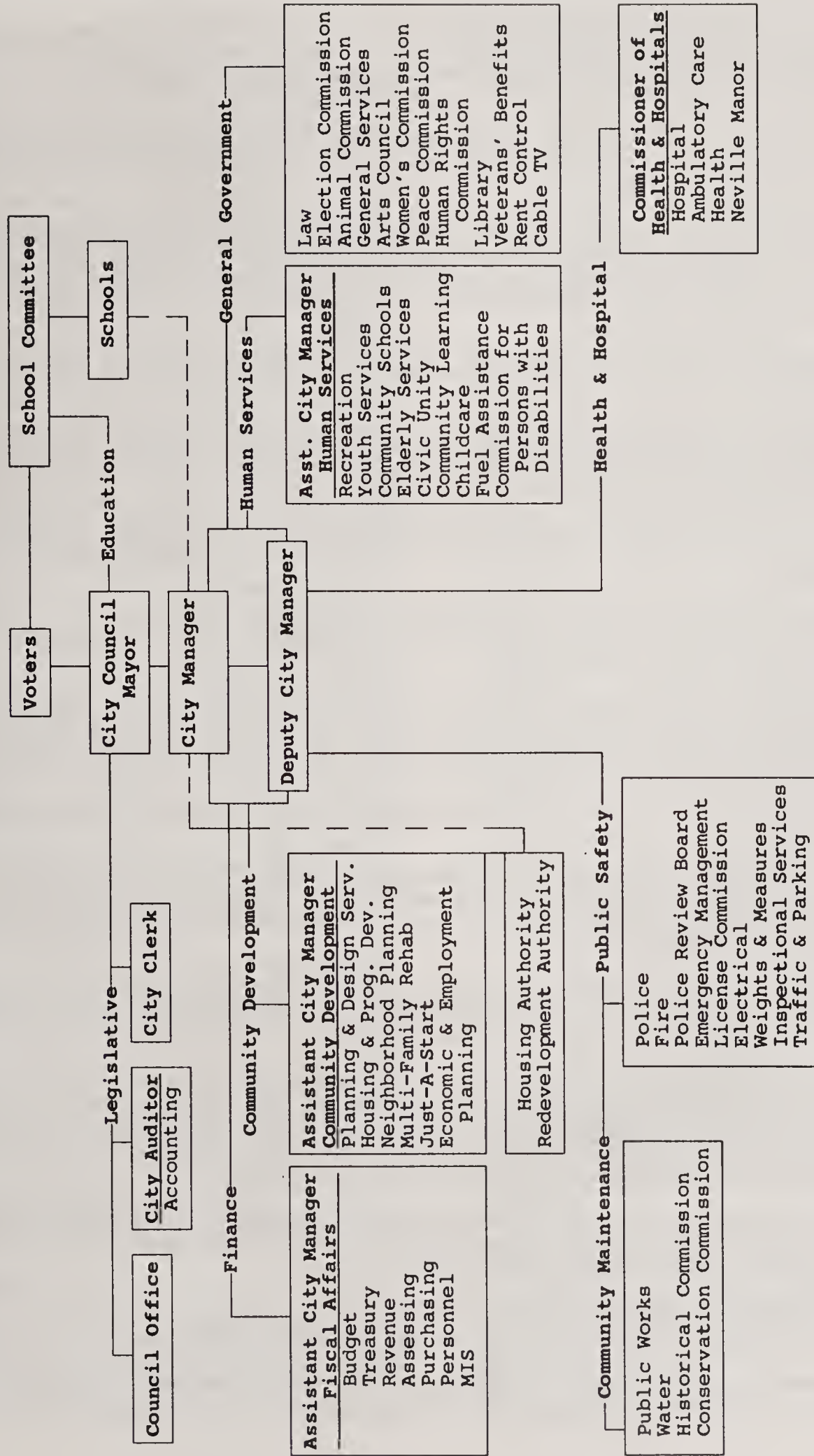


**School Committee
1992 - 1993**

Front row, left to right, Committee members: Denise Simmons; Mayor Kenneth E. Reeves, Chair; Henrietta Davis. Back row, left to right, Fred Fantini; Larry Weinstein, Vice Chair; James Rafferty; David Maher.

ORGANIZATIONAL CHART

City of Cambridge, Massachusetts



A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston. The City is bordered by the Towns of Watertown and Belmont on the West and the Town of Arlington and the City of Somerville on the North, and occupies a land area of 6.26 square miles. According to the US Bureau of Census, the City's estimated population in Calendar year 1990 is 95,802, down from a 1950 peak of 120,740.

Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a town in 1636 and became a city in 1846. Since 1940, the City has had a council-manager form of government with nine City Councilors elected at-large every two years.

Cambridge is widely known as a University City. Harvard, America's oldest University, was established here in 1636, six years after the City itself was founded. It is also home to Radcliffe College, Lesley College and the Massachusetts Institute of Technology. Over one-fourth of its residents are students, and over one in six of all jobs are in these institutions. Yet Cambridge is more than a college town. It features blue collar workers and professionals, political activists, street musicians, and immigrants from around the world.

- Cambridge residents live closely together; only six US cities with a population over 75,000 are denser (Source: 1990 US Bureau of Census).
- Cambridge is a city of 13 neighborhoods, ranging in population from 582 (Cambridge Highlands) to 13,006 (Mid Cambridge) (Source: 1990 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates.
- Cambridge is diverse ethnically. Seventy-five percent of all residents are white; 14% are black; 8% are Asian; and 3% are other races, including American Indian. Seven percent (7%) of all residents are of Hispanic background (Source: 1990 US Bureau of Census).
- The fastest growing sector of the economy is the medical and biotechnical area, including biotechnology firms, hospitals, medical laboratories and medical instrument makers. Employers in this group grew by an average rate of 112% between 1987 and 1990 (Source: 1991 City of Cambridge).
- Median 1989 family income was \$39,990, compared to \$17,845 in 1979. In 1989 dollars, this is an increase of 25%. Median household incomes rose from \$14,211 to \$33,211, a growth of 30% when corrected for inflation. Seven percent (7%) of all families have incomes below the poverty line (Source: 1990 US Bureau of Census).
- The local housing stock contains 41,979 units. Average household size in 1990: 2.08 persons/household (Source: 1990 US Bureau of Census).
- Cambridge is a city of renters. Seventy percent of all households are rented; 30% are owned. Nearly 13% of all homes are single family; 36% contain 2-4 dwelling units; 13% have 5-9 units. The 38% remaining are in buildings of 9 or more units. Twelve percent (12%) of all units are publicly owned or subsidized (Source: 1990 US Bureau of Census; Goetze, Cambridge Housing Challenges).
- Housing costs have risen locally. The median price for a one-to-three family home in 1981 was \$84,550; in 1991 it was \$200,000. Condominium median price was \$160,000 in 1991, up from \$37,000 in 1981. The average rent in 1990 was \$632 (Source: Banker and Tradesman, 1990 US Bureau of Census).
- Nearly two thirds of all local jobs are in services (64%). Service employment is dominated by education, health services and business services, including research and computer/software services. Fifteen percent (15%) of all jobs are in the retail and wholesale trade; 7% are in manufacturing. Other major employers include: government, finance, insurance and real estate, and transportation. The largest employers in Cambridge include Harvard University, MIT, Polaroid, Draper Labs, Mt. Auburn Hospital and Lotus Development (Source: 1990 City of Cambridge).
- Many Cambridge residents work in professional and managerial occupations (47%); another 31% work in technical, sales and clerical positions; 11% work in service occupations; and 11% work in blue collar trades such as precision production, craft, repair and machine operations (Source: 1990 US Bureau of Census).
- Though famous for education, Cambridge is also an industrial city. The first ladder factory in America was built here. Other factory "firsts": piano keys, reversible collars, waterproof hats and mechanical egg beaters.
- Cambridge remains an innovator of new industries. Important high technology industries, many of them aided by MIT, include computer software, artificial intelligence, optical instruments, advanced materials and biotechnology.

Office of the Mayor

What the Mayor does

In his 1992 Inaugural statement, Mayor Reeves said that he perceived the task of Cambridge's Mayor to be similar to that of the chief of an African village. Such a chief must look out for the particular interests of the children and the aged, and all the while make sure that the entire village runs smoothly and that disputes are resolved by consensus after careful consideration of all interests. The Cambridge Community, while larger than a rural village, has its young people and elders and its myriad of issues which require thoughtful and kindly attention.

Whether intended so or not, the Mayor's function in Cambridge has been for some time a full time endeavor. Cantabrigians rightfully have high expectations of their elected officials. Amongst these expectations are that elected officials be accessible and visible in the community. This means that while all Councilors are expected to be visible, the "Mayor is expected to appear at most all occasions of significance. While the Plan E form of government clearly provides the City Manager the mandate to manage the City on a day to day basis, a recognizable expectation prevails amongst citizens that a "Mayor" exists and therefore should respond to important concerns and that a "Mayor" will provide civic leadership on tough issues.

When the entire nation wondered if the announcement of the Simi Valley/Rodney King verdict would have repercussions in cities across the nation, Mayor Reeves immediately gathered a representative group of residents and with their counsel formed the Unity & Justice Commission. Mayor Reeves, working with this Commission, helped to channel Cambridge's energies toward positive ways to promote justice and unity in our City and beyond. When a five-alarm fire left 120 people homeless in Central Square, the Mayor's Office responded immediately to assist. When Cambridge students expressed their concerns over the difficulty of securing money to attend or return to college, the Mayor's Office spearheaded the establishment of a Cambridge Scholarship Fund.

It might be said that the Mayor's most essential task is to generate and promote unifying structures throughout the City. Examples of such unity based initiatives are the many ethnic celebrations held at City Hall honoring Portuguese, Irish, Afro American/Caribbean, Greek, etc. cultures. Also contributing to unity are events dedicated to Women's History Month, Holocaust Remembrance, Gay Pride, Carnival and Diversity amongst all of the City's employees. Other examples of unifying action include bringing together business and resident interests in resolving the store expansion issue between Stop & Shop and its Cambridgeport/Riverside neighbors, and the relocation of CASPAR to a permanent home in Central Square.

Special Initiatives

There are particular issues which the Mayor's Office can assist with in inviting public discourse. Mayor Reeves has appointed six different commissions for the purpose of

pursuing policy discussions about important issues which are of concern to citizens. These Commissions involve representative groups of citizens who review the topic they have been assigned and report back to the City Council with their recommendations. The Mayoral Commissions appointed for the 1992-1993 Council term are:

1. Commission to Promote and Enhance Central Square Now!
2. Commission on Cambridge as a Destination (Visitor services and tourism)
3. Commission on Cambridge Resident Job Policy
4. Commission on Unity & Justice
5. Commission on Latino Affairs
6. Commission on Cambridge and the Arts for the 21st Century

In addition, the Mayor's Office in the 1992-1993 term sponsored or co-sponsored a number of forums. These forums were topical and generally attempted to promote citizen dialogue about important civic topics. There were three forums of Kendall Square. Each Kendall Square forum moved planning and creative thinking further about how Kendall Square can be made a more active pedestrian site. An extremely successful forum was also held on Central Square. Entitled "Envision," this forum facilitated a compilation of ideas and recommendations for a better Central Square. The ideas and findings of the forum were widely disseminated in booklet form to residents, businesses, and interested members of the public.

In an effort to encourage economic development, the Mayor's Office prompted formation of a Biotech initiative which led to the formation of an industry/city working group and to the establishment of a biotech/biomed training program through the efforts of the Community Development Department. The Mayor's Office also sponsored a standing-room-only forum entitled "Diversity in Entrepreneurship" aimed at encouraging women, minority and gay owned businesses to consider Cambridge a good place to do business. The response was very encouraging for future efforts at business attraction.

Mayor Reeves brought to the Mayor's Office a belief that the Cambridge Community must work with its business community as well as its residential community. Working from this idea, he visited CEO's of Cambridge's major corporations to invite them each to be a more active and better understood community participant. The corporate response was very favorable, but it is clear that more frequent interface with the City's major corporate taxpayers is essential. Many third and fourth tier cities are actively courting Cambridge corporations. The City must have an effective strategy for corporate retention, growth, and attraction of new corporations. At minimum, the City must have frank and open relationships with existing Cambridge corporations.

The Mayor's Office has attempted to be a part of the City's economic development engine. To this end, the Mayor's Office has supported corporate expansion by Biogen and Lotus and numerous openings of mid-size and small business, in addition to highlighting business areas like the international restaurants of Central Square or the Shops by Harvard Yard.



Mayor Kenneth Reeves with James Manzi, President of Lotus Corporation at the ground breaking of the new Lotus Corporate Headquarters.

Constituent Services

The Mayor's Office handles many, many calls and service requests daily. Some are referred to the assistance and cooperation of various City departments. Many are also handled by Mayor's Office staff members who help to explain job and housing search possibilities, food pantries, clothing sources, etc. Often Mayor's Office personnel provide weary visitors with a word of hope and an encouraging hug.

The Mayor's Office in the 1992-1993 term has been greatly involved with teenagers and their concerns. The Mayor's Office sponsored several Youth Town Meetings, where students defined their concerns and posed suggestions on how these concerns might best be addressed.

The concerns of teens and pre-teens do occupy a realm of special importance. We live in a time when many young people question whether society has a place for them or whether the place society has is one they want. Mayor Reeves has put these youth concerns at the top of the Office's agenda and has held frequent groups meetings with the City Manager, Superintendent of Schools, Police Commissioner, Assistant City Manager for Human Services Programs, et. al. to help meld a unified approach to youth issues. Initiatives like Positive Edge, a youth outreach program were born out of the support, understanding and collaboration drawn from these meetings sponsored by the Mayor's Office.

Mayor's Summer Youth Employment Program

Each year, the largest part of the budget of the Mayor's Office is expended on the Mayor's Summer Youth Program. In the summer of 1993, the Mayor's Office, with the unanimous support of the City Council, provided over 500 jobs to a diverse pool of Cambridge youths. More than giving teenagers something to do, the Mayor's Summer Youth Employment Program offered

invaluable job training and meaningful work/internships at public and non-profit organizations across the City.

Ceremonial Function/Events

The Mayor's Office organizes, supports, and sponsors city-wide public events such as the Harvard Yard Picnic and the Golden Age Luncheon for senior citizens, receptions for community groups and visiting dignitaries, and multicultural celebrations throughout the year. In addition, the Mayor, with the help of various committees maintains Cambridge's sister-city relations with six cities from around the world. Such relations foster cultural exchange, friendship and potentially trade. In the Fall of 1992, a city in Africa was added to the list of Sister Cities: Bulawayo, Zimbabwe.



Mayor Reeves moves in step with senior citizens at the annual Golden Age Luncheon.

Education and School Outreach

Cambridge has a nationally recognized public school system. The Mayor as chairperson of the School Committee is involved in many decisions about educational policy, budget, and personnel. Mayor Reeves has been actively involved with internal education reform by assuring that the agenda of each School Committee meeting includes a 1 to 2 hour discussion of educational topics like Math Curriculum, School Entry Age, Drop Out Prevention, etc. The 1992-1993 Council Term also saw state mandated education reform become a reality. The Mayor's office, working with the School Committee and School Superintendent, sponsored public forums on education reform and its meaning for Cambridge Public Schools.

Also, the Mayor's office has actively supported Cambridge students by frequently visiting classrooms and school programs and attempting to learn more about the day to day functioning of the schools. Mayor Reeves taught a course entitled "The History of Cambridge" in the spring 1993 term. He also appointed a Task Force On The Potential Of Students--a thirty five member body which spent one year exploring how each student could reach their maximum potential. The Task Force Final Report, "Our Children, Our Future," has sparked important dialogues about our students and their needs.

Environmental Program

In November 1992, the City Manager established the Cambridge Environmental Program within the Executive Department. The Environmental Program coordinates environmental planning, programming and response among City departments; provides technical assistance and environmental information to City departments and to the public; coordinates implementation of the Vehicle Trip Reduction Ordinance and air quality planning; and works with City departments in implementing new environmental programming.

Through the Environmental Coordinating Council convened by the City Manager, the Environmental Program coordinated review of significant projects under consideration for the City, coordinated air quality transportation planning and facilitated integrated water resource and open space planning among City departments. The Environmental Program also worked closely with various City departments to address ongoing environmental issues and enhance City planning activities and services.

The accomplishments of the Environmental Program include:

- Establishing a pedestrian and bicycle mobility program to work with local advocates and City and State officials to improve bicycle and pedestrian facilities, safety and mobility;
- Expansion of the commuter mobility program, development of the Cambridge commuter survey kit, successful completion of the municipal commuter survey and coordination of the survey program with other Cambridge employers;
- Assisting the Cambridge Hospital in addressing traffic and transportation issues associated with current and future operations of the hospital;
- Working with local and state officials to develop air quality programs and strategies to meet the mandates of the 1990 Clean Air Act Amendments;
- Coordinating the City's environmental review of such major projects as the proposed Super Stop & Shop and the Central Artery's Charles River Crossing;
- Continuing to lead the City's efforts to achieve an improved Charles River Crossing to replace Scheme Z;
- Completed a feasibility study for a permanent household hazardous waste collection facility; and
- Worked with City departments on various environmental assessment and enhancement initiatives and pollution prevention activities.

In its first seven months, the Environmental Program has enhanced coordination, planning and services of various City departments to further natural resource protection and improve quality of life in Cambridge.

City Clerk

The concept of the Plan E Council/Manager form of government provides the office of the City Clerk a distinct and significant role in municipal government. The City Clerk's Office has many statutory responsibilities including the issuance of all vital records. The Clerk's Office also provides, through the City Clerk and the Deputy City Clerk, for the staffing of some nineteen City Council Committees, in addition to their attendance at each meeting of the City Council. The Clerk's office is also responsible for preparation of the City Council agenda and creation and maintenance of the Council's permanent record. The staff in the office also serve as "unofficial ombudsman" to provide general information regarding various municipal services to the public.

The office continues to place strong importance on records retention and continues towards the categorizing and identifying of records now stored in various vaults in the basement.

During this year, the City Clerk's office, in conjunction with the MIS Department, automated its business certificate records. As a part of that process, the office has increased the categories of information by which business certificate records can be searched. The Clerk's Office also completed the planning necessary to move to the automated production of the permanent Council record and then began implementation. Together with the MIS Department and the City Manager's Office, the Clerk's Office began the research and planning process for an automated directory and information system to be located in kiosks at City Hall and other locations.

Following a series of amendments to the Municipal Code by the City Council, supplements four and five were completed and recodified within the Municipal Code. The Clerk's Office has updated its collection of regulations to ensure that copies of all current regulations of all City departments are available in the Clerk's Office. The staff has established new guidelines to respond to more telephone inquiries. Restoration of birth records has been completed through the year 1915. The years 1929 and 1930 have also been restored. The birth register for 1963 and 1964 has been restored. Restoration of the marriage index for the years 1913 through 1915 and 1953 through 1955 has been completed.

During FY93, the Clerk's Office implemented the domestic partnership registration established under the new Domestic Partnership Ordinance. Implementation included creating an information sheet, all required forms and certificates and a new register.

LICENSES AND FEES

Wildland Stamps - residents	\$ 3,190.00
Wildland Stamps - non residents	110.00
Sporting Licenses	8,558.25
Marriages	14,205.00
Sporting Fees	344.55
Certified Copies	81,041.64
Archery Stamps	190.00
Waterfowl Stamps	204.25
Duplicate Licenses	10.00

Sale of Zoning Ordinances	2,205.00
Sale of General Ordinances	250.00
TOTAL	\$110,308.69

RECORDING FEES

Domestic Partnerships	\$ 915.00
Mortgages	16,100.00
Business Certificates	12,045.00
Business Certificate Withdrawals	115.00
Filing of Zoning Petitions	150.00
Constable Filing Fees	650.00
Miscellaneous Fee	15.00
TOTAL	\$29,990.00

VITAL STATISTICS

Cambridge residents - births in Cambridge	401
Non residents - births in Cambridge	2,248
Cambridge residents - births outside Cambridge	607
Intentions to marriages filed	938
Marriages recorded	875
Deaths recorded	1,375
Delayed return of births recorded	39
Affidavits of correction of births, deaths and marriages recorded	268
Instruments recorded	4,893

Law Department

Functions of the Department

The Law Department is responsible for providing representation and advice to the City and its officials in numerous areas including but not limited to: zoning issues, environmental issues, employment law, civil rights, civil service, contract actions, tax appeals, real estate, workers' compensation, education law, tort actions involving personal injury and property damage claims. These services are provided by a legal staff comprised of seven full-time and two part-time attorneys. In addition to the legal staff there is a support staff which consists of an office manager, an administrative assistant and a clerical worker. Members of the legal staff regularly attend and provide advice at meetings of the City Council and subcommittees thereof and to several City boards and commissions. In addition to drafting ordinances and other legal documents, numerous verbal and written opinions are rendered to the City Manager, City Council and Department Heads.

FY93 Accomplishments/Achievements

The Department coordinated closer cooperation with City Council subcommittees to provide ongoing legal review and advice. The Department has established closer

on-going relationships with the Board of Zoning Appeals and the Police Review & Advisory Board. A new process of weekly meetings between Law Department attorneys and the City's zoning specialists was established. The meetings are part of a process to maintain regular review of permit applications to coordinate zoning analysis. Department attorneys now provide regular seminars for members of the Board of Zoning Appeals to review provisions of the Zoning Ordinance. The Department worked with other City officials to develop and submit the City's comments on the Massachusetts Highway Department's Project Change Notice for the Charles River Crossing portion of the Central Artery Project. Work was also on-going on the State Implementation Plan revisions pertaining to the Parking Freeze. Other significant projects include negotiations on the Stop & Shop/Riverside Road proposal, and finalization of legal documents for the CASPAR/MIT streets agreement. The Department has established a formal role in utility rate-setting hearings affecting City rate payers. The Department has established its role in providing advice on legal issues involving the City's cable television license. City attorneys have committed substantial resources to advance hearings before the Outdoor Advertising Board to object to renewals of billboard licenses for billboards throughout the City.

There was a significant increase in claims received by the Department in fiscal year 1993. The Department recorded a total of 333 claims in the nature of personal injury, property damage and contract matters. A total of 86 civil and administrative actions were filed against the City and its employees. As in the preceding year the Department received numerous tax appeals and Chapter 11 filings.

Finance Department

Administration

The Assistant City Manager for Fiscal Affairs serves as the City's Finance Director. During FY93, the City continued to maintain its strong financial position. Highlights of the fiscal year include:

- Established a computer connection to the Registry of Motor Vehicles. This connection will allow the City to mark registrations and licenses for non-renewal to reduce motor vehicle excise tax delinquencies.
- Linked issuance of parking permits to motor vehicle excise tax files. This resulted in 107% increase in 2-6 year old excise tax delinquencies at year-end.
- Received the Award of Financial Reporting Achievement from the Government Finance Officers Association for the City's FY92 Comprehensive Annual Financial Report.
- Collected \$3,134,000 in overdue real estate tax payments and \$4,551,000 in payments on property in tax title.
- Established the City of Cambridge Scholarship Trust

Fund and collected over \$13,000 in donations.

- Expanded to city-wide a pilot program to make available pre-tax payroll withholdings for health care and dependent care purposes.

Revenue Division

The Revenue Division is responsible for the billing and collection of all water, sewer, real estate, personal property and motor vehicle excise receivables. In an average year, this division sends out 185,000 bills and notices. Additionally, all other City receipts are processed through the Revenue Division.

Revenue Division employees issue bills, process receipts, issue refunds and provide information from the accounts receivable system. This system provides immediate access via computer terminals to account information, including 15,000 water/sewer accounts, 18,600 real estate accounts, 2,500 personal property accounts, and 60,000 motor vehicle excise tax accounts. Nightly updating of all receivable accounts ensures access to the most up-to-date information.

During FY93, the Revenue Division transferred approximately 394 delinquent FY92 accounts to Tax Title in order to secure the City's interest in the tax due, and moved to record 109 petitions at the Land Court for foreclosure proceedings.

Cash Management/Payroll Division

The Cash Management/Payroll Division is responsible for the disbursement, investment and reconciliation of the City's cash, administration of the banking services contract, and management of the City's payroll system. This Division is also responsible for soliciting and analyzing bids on the sale of all City bonds and paying all debt service obligations on a timely basis.

Because of the City's strong cash position, no revenue anticipation notes (RANs) were issued during FY93. RANs are issued when short-term borrowing is necessary in anticipation of tax revenues.

Interest earnings generated from the investment of City cash totalled \$2.8 million for FY93. The following is a breakdown of interest earnings in the various funds.

Category	Amount
General Fund	\$ 884,637
Parking Fund	253,794
Debt Stabilization Fund	233,572
Health Claims Trust Fund	380,936
Trust Funds	156,238
TOTAL	\$1,909,177

Employee Pension Liability

The City contracts with an actuarial firm every two years to conduct a comprehensive actuarial valuation of the City's Contributory Retirement System. As of January 1, 1991, the City's most current unfunded pension benefit obligation is approximately \$139 million.

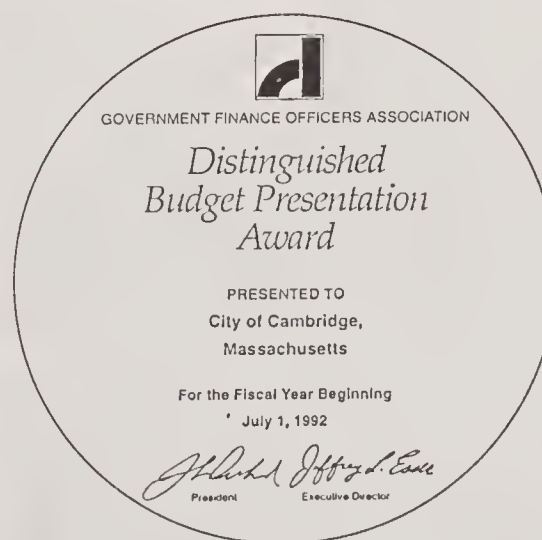
Health Claims Trust Fund

Most City employees are covered by Blue Cross & Blue Shield Healthflex Blue, or Blue Cross & Blue Shield Master Health Plus, which are financed on a self insured claims cost plus administration basis. Only 20% of our employees are enrolled in other HMO's which are financed by premiums that are fully insured. Because we had so much uninsured risk, in 1985 the City established a health claims trust fund as a reserve against unexpected or unanticipated large claims, or excessive claims. The fund acts as a contingency against a possible deficit in health insurance allotments in future years. The City has made periodic appropriations to this fund and has also drawn upon it in times when claims exceeded expectations.

As of June 30, 1993, the trust fund balance was \$6.5 million. This balance is comprised of City appropriations, interest earnings and employee contributions to insurance premiums. The City continues its efforts to replace its traditional indemnity coverage with HMO's to help reduce health care cost increases.

BUDGET

The Budget Department is served by a four-person staff and is charged with the responsibility of overseeing the City's entire budget process. The preparation of the budget is a year-round process, requiring several steps before the final budget requests are placed on the City Council warrant. This process includes the City Manager's guideline message to all City departments, review of all proposed departmental budgets with the City Manager, submission of the City Manager's Budget to the City Council for adoption and the completion of the City's official annual operating and capital budgets on a timely basis. The Budget Office works closely with all City departments to insure that all budgetary and financial guidelines are being met in accordance with the adopted policies and procedures. During the year, the Budget Office consistently reviews on a monthly basis the status of Revenues and expenditures and provides a monthly status reports of expenditure balances, revenues received year to date to all City departments.



Government Finance Officers Association presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY93 City Budget.

During this past year, the department successfully completed the FY93 Operating and Capital budgets of \$282,176,860; coordinated the preparation of the bond disclosure statement and other related materials for the planned 1993 bond sale; prepared and published the FY92 City's Annual Report; played a significant role in the preparation of the FY92 City's Comprehensive Annual Financial Report; provided assistance to the independent auditor in the preparation of audited financial statements; and coordinated the City's FY93 Financial Statements. The Budget Office takes pride in accepting for the eighth consecutive year the Government Finance Officers Association Award (GFOA) for excellence in preparation of the annual operating and capital budgets for the fiscal year ending June 30, 1993.

PERSONNEL

The Personnel Department is responsible for coordinating City employment practices and employee development activities for civil service and non civil service employees, for negotiating and administering collective bargaining agreements with thirteen municipal employee unions, and for administering health and life insurance programs for employees and retirees. These activities include both service and control functions with technical assistance and oversight responsibility to ensure compliance with sound personnel practices, civil service procedures, collective bargaining agreements, and with federal, state, and local laws.

Employment Services

This function of the Personnel Department is the one most often encountered by the general public. The staff serves job seekers by accepting and processing Labor Service registrations as well as employment applications for positions not subject to civil service or for civil service positions for which provisional appointments will be made. Information and assistance is provided regarding the competitive civil service examinations given statewide, the City's Affirmative Action Plan, and other employment resources available in Cambridge.

This year, a special incentive program resulted in the early retirement of several department heads and key assistants with long service to the City. We experienced a slight increase in staff turnover in some areas and also needed to staff several grant funded programs. As a result we were involved in more recruitment and staff selection activity than in recent years. Recruit classes were added to both the Fire and Police Departments and concerted outreach activity resulted in a large number of Cambridge residents participating in the statewide civil service examination for Firefighter.

In cooperation with the Affirmative Action Director and Advisory Committee, our staff provided support to a volunteer group of employee representatives from all departments who began in February to plan a day of celebration for City employees. The first annual Diversity Day was "an opportunity for all of us to...learn from each other [about] differences in language, race, religion, ethnic origin, creed, sexual orientation, or ability...[to] work together toward common goals by combining these differ-

ences...[and to] acknowledge and celebrate them."

Employee Benefits & Training

Recognizing that the most productive workforce is one that is healthy and challenged, the resources of this section are used to administer health and life insurance programs for employees and retirees and to coordinate employee training programs. Benefits management activities range from assisting individual subscribers with service and billing problems, to efforts at the vendor contract level to ensure the best quality health care benefits are provided under managed cost control programs in this significant item in the City budget. Employee development activities range from a modest tuition reimbursement program to a full schedule of group training sessions designed to increase competence in many general and specific skill areas.

As part of our continuing effort to provide more cost effective methods of providing comprehensive health care programs for City employees, and after significant input from an employee health advisory committee and a competitive bidding process, a new HMO (Health Maintenance Organization) program was selected to replace our major medical plan beginning in 1993. Management employees and retirees made the change first, and unionized employees are being brought on as contracts are renegotiated. The transition, although not free of anxiety, has been relatively smooth and with minimum disruptions to subscribers. Three fourths of our indemnity subscribers have now transferred to managed care plans with significant cost savings for the City.

Employees are encouraged to improve their skills and potential for promotion within the City service by participating in educational activities, scheduled inservice training programs, tuition reimbursement programs, and the competitive Leonard Russell Scholarship at Harvard University Extension School. Internal activities this year included a concerted effort to identify and provide training for key people in each department to deal effectively with sexual harassment issues.

Employee Relations

The City is committed to providing positive working environments in all its departments, fair and equitable wages and benefits for its employees, and an atmosphere that fosters open communication within its workforce. Cooperative working relationships are maintained with our employee unions and collective bargaining is conducted and grievances mediated with these goals foremost in mind.

This year saw continued positive and cooperative joint labor-management efforts. Several existing labor contracts were extended and new ones settled providing for continued stability through Fiscal Year 1994. Long standing contractual negotiations with police officers and police superior officers were transferred to the Commonwealth's Joint Labor Management Committee for their assistance in resolving these contracts.

As economic conditions have deteriorated, the City has had less flexibility to increase wages and benefits. As a result, collective bargaining has focused on improved productivity and on health benefit changes designed to provide comprehensive quality coverage in a more efficient

and cost effective manner through well managed Health Maintenance Organizations (HMO's).

Affirmative Action

The Affirmative Action Office is charged with the responsibility of increasing the City's employment of minorities and women in proportion to their representation in the City's labor market.

Currently, minorities represent 23% of the City's fulltime workforce, and females represent 45% of the fulltime workforce. Other than full-time workforce, minorities represent 37% of the City's workforce; 66% of the other than full-time workforce are female. Combining full-time and other than full-time, minorities represent 28% of the City's workforce of which 53% are female.

The City's Affirmative Action Plan's overall goal is to increase minority and women's participation in the City's workforce, where there has been an under utilization of their presence in each of the Equal Employment Opportunity categories.

A citizen's advisory committee was appointed by the City Manager to oversee the City's affirmative action activities, and includes individuals representing each of the major racial groups in Cambridge, women and individuals with expertise in technical areas of affirmative action, including goal-setting process and associated legal issues; civil service; staff development, including promotion and training; and broader areas of civil and human rights, such as fair housing. This committee meets regularly to hear the report of the City and the City's Affirmative Action Director on progress in affirmative action. Their concerns include: advising the City Manager and Affirmative Action Director on affirmative action and equal employment opportunities; advising the Affirmative Action Director and the Personnel Department on recruiting, career development and adherence to timetables; and recommending improvements in the City's affirmative action efforts.

During FY93, the Affirmative Action Director continued to further the development and implementation of the Minority Business Enterprise Program which is aimed at ensuring that 10% or more of the City's contracting funds go to minority owned businesses which have been certified by the State Office of Minority and Women's Business Assistance (SOMWBA).

PURCHASING

The Purchasing Office is responsible for the administration and implementation of the City's centralized procurement procedures. It maintains and operates a central supply storeroom which provides the City departments with the most commonly used office supplies at a considerable savings. The Department also disposes of surplus property either by offering it to other departments or by selling it to the highest bidder, thus generating a little revenue for the City.

This year, the Department succeeded in computerizing its entire bidding procedures, which include quotes, formal bids and construction bids. All supplies and services are now identified by standard nationally recognized commodi-

ty code numbers. All persons who request to be put on bid lists are entered into the computer and are identified with the appropriate commodity code. When a bid or a quote is prepared, the computer is programmed to send them to the persons listed under the commodity code indicated.

Requests for price quotes (for supplies and services valued at less than \$10,000) are now computer generated. The computer program has not only reduced paper work but has allowed the Department to produce substantially more requests in less time, thereby assisting the various City departments in obtaining necessary supplies or services expeditiously. The turn around time for price quote submissions has successfully been reduced from two weeks to one week in order to expedite the procurement of supplies and services.

For formal bids, that is, for goods or services valued at greater than \$10,000, each bid is identified by a commodity code and the successful vendor is entered into the computer, along with the expiration date of the contract. This enables the Department to advise all other departments of imminent contract expirations in a timely fashion.

The Department has created front-end documents for all construction contracts bid under M.G.L. c. 149 and c. 30 section, 39M. Most departments have computerized the documents resulting in city-wide uniformity in the bidding process. With the cooperation of all the affected departments, the Purchasing Department has developed a streamlined construction bid document review process to insure continuity and consistency throughout the City.

The construction bid process is also computerized. The persons who obtain plans and specifications are immediately entered into the computer, identified by their trade and the construction project. At bid opening, the total amount of each bid is entered into the computer simultaneously with the reading of the bid, along with any restrictions and acknowledgement of addenda. Immediately after bid opening, the computer prints a tab sheet of all the bids after bid opening, the computer prints a tab sheet of all the bids, in all the trades, from the lowest priced bid to the highest with the above information.

The Department obtained three new computers, one for each of the two buyers and one for the counter. The buyers are able to easily access their bid lists and generate all necessary communications with various departments. The computer at the counter is dedicated to inputting bid information.

The Department continues to assist all departments in developing criteria for their bids to ensure that only qualified vendors are awarded contracts.

The Department continues to educate City departments in crafting concise purchase descriptions and further assist the departments in writing relevant and appropriate minimum evaluation criteria and bid submission requirements to ensure that bids are awarded to only qualified bidders.

As in past years, the Purchasing Department participated as a speaker in the Cambridge Chamber of Commerce Trade Fair, in addition to speaking at seminars directed to minority- and women-owned businesses, encouraging all the attendees to submit their names for the City's bid lists.

The Department is currently working with MIS to design a program that will enable it to computerize requisitions and to translate the requisitions into quotes and purchase orders. It is anticipated that the program will be completed in time for the beginning of FY94.

ASSESSING

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property, maintaining accurate ownership and property information. The Assessing Department also administers the motor vehicle excise tax.

Massachusetts State law, which requires 100% fair cash valuation, also requires that the assessed values established by each of the three hundred fifty-one cities and towns in the State be certified every three years by the Massachusetts Department of Revenue to have met the 100% fair cash value requirement. FY94 was a certification year for Cambridge.

In order to meet the standards required for certification, every real estate parcel was re-appraised. Personal property accounts were updated to reflect depreciation and new acquisitions.

The FY93 legal assessment date is January 1, 1992, so the new values reflect the calendar year 1991 market in Cambridge. For residential properties, the new appraisals resulted in little overall change in the values of single family houses, while condominium units and two and three family houses dropped in value, on average, by about 7.5%. Rent controlled apartment values remained level. Commercial and industrial property values fell, on average, by about 17% from FY92.

As a result of the overall real estate downturn, the value added to the City's commercial property tax base as a result of new construction was \$56,508,089, down from the FY92 commercial growth of \$94,023,900. On the other hand, annual growth in the residential property tax base has stabilized since completion of the riverfront condominium building boom of the late '80's. Between conversion of existing multi-family buildings to condominiums and a scattering of new houses and townhouses, \$13,437,600 was added to the residential tax base, compared to \$11,907,100 for FY92.

AUDITING

The Auditing Department is responsible for the maintenance and upkeep of the City's automated accounting system.

The eight person staff is responsible for auditing all purchase orders, payroll and vendor warrants generated in the City. The Department also performs reconciliations and accounts payable functions. During FY93, the Department processed over 83,000 vendor vouchers and schedules.

Other duties include the auditing of the federally funded Human Services Fuel Assistance Program. This program provides fuel assistance to qualified Cambridge and Somerville residents.

The Auditing Division continues to analyze daily reports generated from the City's accounting system.

The staff continues to work closely with Management Information Systems to update and implement more efficient procedures.

MANAGEMENT INFORMATION SYSTEMS

Management Information Systems is responsible for the selection, purchase, implementation and management of the City's computer hardware and software needs.

During FY93, the City computer network was expanded and now serves over 400 City personnel in 40 municipal departments and agencies and offers automation of over 60 municipal applications, while maintaining a budget only 3% higher than FY87 (the final budget prior to the new system's installation). During the past year, the following projects have been undertaken:

- upgrade to the City computer system, offering 8 times the power while significantly decreasing the maintenance cost;
- completion of a complaint and request for information tracking system for the Executive Department, to additionally be used by the City Council, Mayor and City Clerk's Office;
- automation of the City Clerk Office's Business Certificates and Council records;
- investigation into the implementation of a public safety system, which includes provisions for police and fire dispatch and the statewide Enhanced 911 system;
- investigation into the implementation of an integrated City-wide address management and property identification system;
- investigation into the implementation of a public information system and geographic information system;
- completion of the conversion of the Rent Control case management system;
- further automation of the Election Commission to include tracking of property vacancies and redistricting; and
- further expansion and training in the usage of microcomputers, microcomputer software, office automation and word processing.

Retirement System

The Cambridge Retirement System is administered by a three member board: an elected member, an appointed member and a member ex-Officio (City Auditor), and an office staff consisting of six employees whose duties are to maintain the accounts of 3,500 active employees and 1,600 retired employees and survivors. The staff is responsible for the accounting of all financial transactions, investment activity, member account balances, retiree benefit allowances, retirement counseling and annual reports.

The Cambridge Retirement System ranked 5th, out of 107 retirement systems in the Commonwealth of Massachusetts for 1992 on investment return and asset allocation.

The total assets of the Cambridge Retirement System, as of December 31, 1992 were \$158,594,643.38.

The administration is governed by Massachusetts General Laws, Chapter 32 with the public employee retirement administration as its regulatory authority.

The board members, along with the office staff are committed to serve the employees and retirees of this city with diligence and consideration and are readily available for consultation when needed.

General Services

Printing

The Print Shop is responsible for providing printing, binding, collating, duplication and graphics services to all City departments. The four person staff is responsible for several City documents such as the Annual Budget, the Official Statement, and the Employee Handbook. In addition, the staff produces numerous pamphlets, forms and booklets.

During FY93, the Print Shop completed 1,972 printing requests, and produced approximately 1,887,500 sheets of paper and 860,000 envelopes. In addition, the Print Shop employed one high school students who worked after school through the Cambridge Rindge and Latin School's workstudy program. The student was introduced to printing techniques and other printing processes while earning academic credit.

Election Commission

Policy and Administration

The Cambridge Election Commission is responsible for supervising all federal, state and municipal elections; providing for voter registration; certifying nomination papers and initiative petitions; conducting an annual census; administering municipal campaign and political finance reporting for the City; and, beginning in 1993, implementing Chapter 2.118 of the Cambridge Municipal Code known as the "Ethics Ordinance."

The Board of Election Commissioners, two Democrats and two Republicans, are appointed by the City Manager from a list of candidates submitted by the respective City Committees. Two major responsibilities of the Board in 1993 were the implementation of the administrative and enforcement procedures of the ethics ordinance and the redistricting of City ward and precinct lines. The Board meets weekly and its meetings are open to the public.

Office Operations

Day-to-day operations of the Commission are conducted in Room 308 of the Municipal Building at 362 Green Street by five full-time staff persons (an Executive Director, an Assistant Director, a Principal Clerk, two data

entry staff) and two part-time clerical aides. They are assisted at peak times by temporary part-time employees in voter registration, census canvassing, and signature certification. In addition, prior to each election, approximately 260 addition personnel are recruited, trained, and supervised by the Board to staff each of the 42 polling locations within the City.

Over 44,000 voter records (from a total of more than 75,000 residents over the age of 17) are actively maintained both in a computer database and in a cross-referenced card system, with several thousand changes of party, name, and address last year. Confirmation of each change to a voter's record is sent to the respective voter in accordance with statutory requirements. In addition to those activities, the Commission removed from the list over 7,000 names through the census, notification by the Clerk's office of deceased persons, and notification by other communities of voter registration by former Cambridge residents. In order to preserve the integrity of the database for the street lists and voting lists, the Board of Election Commissioners personally verifies the existence or non-existence of questionable addresses within the City. They also prepare manuals to guide poll worker's operations on each and every election day.

1993 Census

The 1993 City Census confirmed the residence of 75,608 persons over the age of 17, of whom 44,196 were registered voters. The initial mailing of 31,664 forms to dwellings of up to eight units yielded a 52% response; a second mailing, resumed this year, brought the total to 62%; and the remaining follow-up door-to-door canvassing by a staff of eighteen completed a record 98%.

In 1993 the Commission requested census information from over 1,000 condominium associations and apartment buildings with more than eight units. The condo association presidents and apartment building owners are responsible for submitting lists of all residents over the age of three years to the Commission.

An innovated restructuring of the Commission's database in 1992 by individual residential unit has made it possible to note in the 1993 Street List Book all those units in the City that have been recorded as vacant or that have not responded to the annual city census.

Voter Registration

Voter registration is conducted twelve months of the year by Election Commissioners, staff, volunteer and paid temporary registrars. From the beginning of June to the end of September, eleven sidewalk sessions a week are scheduled in the major squares of the City. Assistant registrars, who have been trained at the City's high schools and at branch libraries, provide numerous additional opportunities for residents to register to vote. In the summer and fall of 1992, the Commission registered 12,625 persons: 9,212 from Cambridge and 3,413 from other communities. High voter interest in the Presidential Election contributed to requests for numerous petitioned voter registration sessions, special sessions, and nursing home registrations.

September Primary

Prior to the 1992 September Primary, there were 42,646 registered voters in the City of Cambridge: 28,807 Democrats, 3,051 Republicans, 10,665 unenrolled voters - popularity called "independents", and 123 members of the Independent Voters Party, formerly called the High Tech Party. Only 27% of all registered voters participated in this Election which selected candidates from each party to compete in November for Congress, the State Legislature, the Governor's Council, Sheriff, and County Commissioner.

General Election

The General Election was held on November 3, 1992 with a record turnout of 83% of the City's 50,026 voters. Electors of President and Vice President were elected in addition to Representative to the United States' Congress, Senators from each of the three State Senatorial districts, Representatives from each of the three State Representative Districts, Governor's Council, Sheriff, and County Commissioner. Tabulation of the punchcard ballots was held at Harvard University's Office of Information Technology, which provides computer equipment and whose staff volunteers its services for all State and Federal elections.

Redistricting

In accordance with State law, the Board of Election Commissioners redrew ward and precinct lines in 1992 in order that no ward is larger or smaller than 5% of the average size of all eleven wards in the City and no precinct is larger or smaller than 5% of the average size of precincts within each ward.

Population figures mandated for use for this redistricting were those from the 1990 Federal Census.

The redistricting, approved by the State in February of this year, has adjusted ward lines in 10 of 11 wards and reduced from 4 to 3, the number of precincts in wards 2 and 11. All other wards have retained 4 precincts.

Polling locations have been reassigned in some instances as precinct boundaries have shifted.

All voter households will be notified by mail prior to the 1993 Municipal Election as to their ward and precinct designation and polling place location for this November's election.

The Board of Commissioners has prepared new ward/precinct maps, a new street index, and lists of polling locations reflecting the redrawn 11 ward and 42 precinct boundary lines. All new materials are available at the Commission office.

Ethics Ordinance

In 1991 the Cambridge City Council enacted Chapter 2.118 of the Cambridge Municipal Code entitled "Statement of Financial Interests by Certain City Officials and Persons within the City," popularly referred to as the Ethics Ordinance. The Cambridge Election Commission was given responsibility for administering and enforcing

the ordinance beginning this year. The Ethics Ordinance sets a minimum standard for ethical conduct for municipal officials and for those seeking election to local offices.

The ordinance requires candidates for City Council and School Committee and certain municipal officials to file a Statement of Financial Interests Form with the Cambridge Election Commission. Any person may inspect and/or copy the forms. Failure to comply with the ordinance may result in a fine of up to \$300.00 a day and be reported to both the Attorney General and Middlesex County District Attorney.

Arts Council

During its nineteen year history, the Cambridge Arts Council (CAC) has enriched the lives of Cantabridgians and visitors through diverse and quality cultural programs. The Arts Council's activities include the production of City-wide events, such as the Cambridge River Festival, the International Fair and Community Chorus concerts. Neighborhood events include the Summer Chills concerts and the summer family evenings at Danehy Park. The Council initiates projects under the City's One Percent for Public Art Ordinance and maintains and conserves a large and varied public art collection.

In addition to ARTSCALL, a weekly-updated telephone cultural information line, CAC publishes a quarterly newsletter containing a calendar of cultural events taking place in Cambridge. Monthly, one-person, juried exhibitions of Cambridge artists -- along with gallery talks -- are presented at Gallery 57. CAC administers the regranting of Massachusetts Arts Lottery funds, distributes street performers' permits, and maintains visual art and performing arts registries.

The Arts "Council" is a 15-member, citizen advisory group, appointed by the City Manager. Members live and/or work in the City and are representative of the City's ethnic, economic and cultural diversity.

During FY93, the Council worked with the City Manager reviewing the department's budget, staffing, and programs to determine -- in these difficult economic times -- how to enable the department to continue delivering high-quality arts programming throughout the City with ever shrinking resources.

One result of the Council and City Manager's endeavors is the administrative restructuring of the agency. Staffing positions were redefined to maximize fundraising efforts, program development, and cooperation and collaboration with other departments and cultural organizations.

During FY93, the CAC's special projects and programs numbered over 100, involved more than 1,000 artists, were held at accessible facilities, and advanced successful collaborations with the business community, other city departments, and community organizations.

SPECIAL PROJECTS

Summer in the City, a season-long series of special events and concerts, began with the 2nd Central Square

International Fair in June, continued through the summer with two separate concert series: "CAMBRIDGE CHILLS" and "DANEHY DELIGHTS," and culminated with the 15th CAMBRIDGE RIVER FESTIVAL in September.

Initiated in 1990 at the request of the City Council, the CAMBRIDGE CHILLS outdoor concerts were held in four parks in different areas of the City and presented a broad spectrum of talented performers from the Cambridge area. Highlights of the "Chills" concerts included a fashion show presented by the "All that Glitters" fashion troupe, made up of local teens from the Willis D. Moore Youth Center to kick off the Hoyt Field concert; well-known Reggae musician Danny Tucker; rap by "Romeo" at Glacken Field; and Little Joe Cook and the Thrillers and Humano at Sennott Park. Young up-and-coming local music groups were showcased at Donnelly Field, giving these young performers the opportunity to work with professional technical support.

Community participation and support for all four CAMBRIDGE CHILLS concerts were ensured through working with the Department of Human Services, Recreation, and the area Youth Centers. All CAC outdoor events rely on the assistance of the Department of Public Works.

The Arts Council co-produced a series of three "DANEHY DELIGHTS" concerts with the Department of Human Services/Recreation. These early evening concerts, held at the Mayor Thomas W. Danehy Park in North Cambridge, and designed specifically for young children and their families, presented storytellers, magicians, and music-makers bi-weekly during August and early September.

The 15th CAMBRIDGE RIVER FESTIVAL entitled "Food for the Body; Food for the Soul" initiated a successful partnership with a private business, Continental Cablevision, and a public one that CAC had not previously worked with: the Cambridge Food Pantry Network.

In addition to providing "Food for the Soul" in the form of great entertainment, the River Festival provided more tangible "Food for the Body" by collecting monetary donations and non-perishable foods to help fill the Food Pantry's shelves. Both the Arts Council and Continental Cablevision, a major Festival sponsor, were strongly committed to the theme and plan to continue to support the Food Pantry's work with the 16th Cambridge River Festival.

Held at Riverside Press Park, the Festival drew crowds estimated at 40,000 and features a Main Stage, and All-American Stage, a Children's Stage, and a Petting Farm.

Cambridge is famous for its Street Performers, and many of them provided roving entertainment throughout the Festival grounds. A monumental dancing breadloaf, created by artist Michael Stasiuk and funded by Au Bon Pain, promoted the Festival theme.

Some of the area's finest talent, selected from over 150 applicants, was showcased during the afternoon, while the contributions to the Food Pantry swelled. A large crafts show and the "World of Food," with delectable treats from around the globe, helped to make this long-time Cambridge tradition one of the highlights of the season.

Later in September the Arts Council worked with the Irish Immigration Center, a non-profit organization established to provide support and information for newly-arrived Irish immigrants, to produce the FIRST CAMBRIDGE FESTIVAL OF IRISH CULTURAL HERITAGE at Canal Park in East Cambridge. This outdoor event features

continuous entertainment by some of the area's best-known Irish performers, as well as Irish crafts, an exhibit of contemporary Irish art, and a Tea House serving traditional fare with Irish music and folklore.

The CAMBRIDGE COMMUNITY CHORUS AND ORCHESTRA, founded in 1990 by CAC, enlarged its performance schedule to include several community sing-alongs held in different sites throughout the City. MIT's Kresge Auditorium was again the site for the now-traditional annual performance of Handel's *Messiah* with the Chorus at its full strength of 140 plus. Tower Records, the principal sponsor of the *Messiah* also hosted an in-store preview at their Harvard Square location. The Chorus also appeared at the Cambridge Multicultural Arts Center's "A Joyful Noise" concert in January, giving CAC and CMAC an opportunity to work more closely together.

In the spring, the Arts Council produced two "MID-WEEK CLASSICAL CONCERTS" at Dante Alighieri Center in East Cambridge. The first concert featured the Little Orchestra of Cambridge performing Mendelssohn, Svendsen, and Fox, with local composer Donal Fox conducting his own work. Soprano soloist Margaret O'Keefe performed the Mendelssohn concert aria *Infelice*. Over its eighteen years of existence, the Little Orchestra has presented over 100 free concerts for all facets of the Cambridge community, many of them with Arts Lottery support.

The second concert, held in May featured performances of chamber music by students for Artist's Diplomas and Master's candidates at the Longy School of Music. Both these free concerts were well-received. The Arts Council hopes to expand this series in FY94.



Jazz vocalist Semanya McCord pays tribute to Billie Holiday at CELEBRATING A CENTURY: An African American Heritage Cabaret.

"Celebrating a Century: An African/American Heritage Cabaret" was produced by the Arts Council in April. This event received funding from the Massachusetts Cultural Council and Draper Laboratories, as well as private contributions and was free to the public. Held in the fully-accessible Dante Alighieri Center (which space was generously donated for the evening), "Celebrating a Century" saluted the many significant contributions of African-American performing artists to both American and world culture through recreations, impressions, and

interpretations of many of the great black performers of the cabaret genre.

The audience (both on-site and broadcast) relived some of this century's most memorable moments with many of the area's finest performers: musicians David Azarian, Donnell Patterson, and Stan Strickland (who also served as Music Director for the event); vocalists Little Joe Cook, Wannetta Jackson, Semanya McCord, and Jie Yang; and dancers Adrienne Hawkins and Josh Hilberman. The Swing Friends and the Commonwealth Vintage Dancers added their talents and enthusiasm to get the audience up and dancing.

The Arts Council worked with other City Departments to produce special events for the community. In addition to helping coordinate the City's annual Halloween parties, Arts Council staff was actively involved in the '93 Holocaust Memorial event. In addition CAC assisted community groups to plan special events such as the '93 Caribbean Parade, and Ferragosto, being planned by the Dante Alighieri Society. The Arts Council has loaned its P.A. system for a number of local block parties and events, helping to promote community harmony.

COMMUNITY ARTS PROGRAM



Evelyn Dickey and Helen Salisbury work on a quilt to be shown at Gallery 57.

The Community Arts Program sponsored more than 50 innovative and multicultural projects, programs, performances, and exhibitions with the participation of over 600 artists and performers. Funding was derived from several sources including the Massachusetts Arts Lottery, foundations, and local corporations.

Twenty-three community programs were funded by grants from the Massachusetts Arts Lottery, provided cultural programming to people of all ages and backgrounds in the City, by Massachusetts artists and/or cultural groups, and allowed CAC to extend its reach into underserved areas of the City.

During the summer the Dance Collective, one of the area's most respected modern dance companies, received

Arts Lottery money to run workshops leading to performance for the Inner City Day Camp. The Just-a-start Corporation, working with teens in vocational training and dropout prevention, engaged Jorge Arce for a series of Afro-Caribbean music workshops as part of their expanding cultural program.

Choreographer Joan Green worked with inter-generational dancers to create "Back Porch Dances," presented at the Multicultural Arts Center.

A number of arts-in-education programs received support from the Arts Council: Revels, whose seasonal folkloric celebrations are a part of local traditions, did an extended residency with fifth graders at the Peabody School. Boston Musica Viva and the Klezmer Conservatory Band also received funding for school programs.

Arts Lottery funds enhanced senior programming around the City. Fabric artist Marjorie Forte created narrative quilts telling "life stories in cloth" with women at the 2050 Senior Center. M.U.S.E. (Music in Service to the Elderly) presented solo concerts in nursing homes; Southern Rail Bluegrass Band toured local facilities, including Neville Manor.

Several local festivals received support including the Street Artists' Festival and the International Fair, as well as C.C.T.V.'s Video Festival.

PUBLIC ART



Artist M. Ukeles at Graham and Parks School invites students to recycle 22 tons of glass into the one-half mile "glassphalt" pathway for Danehy Park. 4th grader R. Johnson presents a glass jar to the artist. Principal L. Solo is to the right.

Artist Mierle Laderman Ukeles, in collaboration with John Kissida of Camp, Dresser & McKee, continued work on a large-scale, permanent public artwork for Mayor Thomas W. Danehy Park, entitled "Turn-around/Surround."

The art features an 8-foot wide, one-half mile, "glassphalt" path (its first time use in Massachusetts), re-landscaping of part of the Park to include allays of trees and plants referred to by the artist as "smellers" and "wavers."

Working in cooperation with the DPW's Recycling Coordinator, Jan Aceti, Ms. Ukeles organized an elaborate public plan to collect 22 tons of recycled glass from the

community to be crushed and mixed with asphalt to create the glassphalt path. In addition to marked containers at the DPW Yard for public glass contributions, one week's curbside collection was collected and dedicated to the path.

In two separate slide-illustrated talks, the artist and architect publicly presented the project, focusing on the history and design of the Park, and the artist's decisions to use "glassphalt" for the path and specific plants that are fragrant and take advantage of the almost constant breezes at the Park. In the public, as well as the schools presentations, the artist raised the audience's awareness of the glass recycling aspect of the project.

The artist collected glass from students at the Graham and Parks Alternative School at an assembly for K-8 students, and she encouraged students to donate glass at presentations of the project held in the Fletcher Elementary School and the Cambridge Rindge and Latin School. The school presentations and the Park installation/construction were video-taped by Continental Cablevision and tapes will be available for educational purposes in the future. Park users are discovering the more they use the pathway, the more the colored, clear and mirror glass are exposed in the asphalt.

Ms. Ukeles' project is funded by the City's Percent for Art program, the National Endowment for the Arts, and the Andy Warhol Foundation for the Visual Arts.

Krzysztof Wodiczko finalized research and design of a temporary public art project titled "The Alien Staff." The Alien Staff is a portable public address mechanism and a cultural network meant for the use of individuals and groups of immigrants to engage the community in dialogue and to encourage understanding of the immigrant's situation. Additional funds need to be raised for the implementation of the project.

Latino artist Daniel Galvez completed a 1000-square foot mural, "Crosswinds," at the intersection of Brookline Street and Massachusetts Avenue in Central Square. The mural celebrates the diverse cultures that come together in the Central Square neighborhood. Galvez worked with Cambridge photographer, Jeffrey Dunn to capture this mixed population. The dedication of the mural was celebrated with a block party on Brookline Avenue, featuring musicians depicted in the mural, and was attended by the families of people portrayed in the mural.



Dedication of the mural "Crosswinds" by D. Galvez at Brookline Street block party. Everyone in front of the mural is depicted in the painting.

A portable contemporary art collection for the City was initiated. A matching grant to purchase a painting by Cambridge artist John Devenay was received from the New England Foundation for the Arts. The collection will be made available on a lottery basis to City employees for display in their work spaces.

GALLERY 57

In twelve, month-long exhibitions, Gallery 57 provided Cantabridgians with a smorgesbord of the great variety of artistic media and approaches being pursued in the City. Eight local artists, selected in an open competition by an independent jury of three art-professionals, exhibited their work at the Gallery in a series of one-person exhibitions. The series commenced with a preview showcasing the diversity of these artists' work: photographs by Denise Marcotte and Debbie Hird, sculptures by Michael Beatty, paintings by Katja Esser and Ed Shea, quilts by Radka Donnell, ceramics by Naomi Kestenbaum, and mixed-media construction by Karen Norberg.

Group exhibitions this year included the "Summer Show," consisting of representational paintings of summer themes by Cambridge artists, and "The Discovery" Re-examined," an exhibition exploring the legacy of the European incursion into the Americas, presented as a part of the Arts Council programming around the Quincennial.

A special emphasis was placed this year on exhibition-related programming and expanded collaboration with other City agencies. Special events at the Gallery included a participatory performance by artist Katja Esser on Winter Solstice and a poetry reading by quiltmaker/poet Radka Donnell during her March exhibition.

In connection with an exhibition by artist Karen Norberg, addressing preservation in the era of AIDS, the Arts Council co-sponsored a public awareness program with Cambridge Cares About AIDS and the Cambridge Women's Commission. Entitled "Women, Art, and AIDS," the program included a community-based art workshop, a public forum at the Gallery, and a "Safety-Net" meeting about AIDS prevention. The program and Ms. Norberg's exhibition was commended in a City Council resolution on February 8, 1993.

Karen Norberg was also commissioned by the Arts Council to create a limited-edition art-postcard on the theme of self-care and preservation in support of the World AIDS Day (December 1).

Collaboration with other City agencies was further exemplified this year in an exhibition of paintings and drawings by elementary school students, co-sponsored with the City's public schools, and a photo contest and an exhibit about public housing in Cambridge, organized with the Cambridge Public Housing Authority.

Animal Commission

The Cambridge Animal Commission provides and facilitate programs concerning animal control and welfare in the City of Cambridge. The Commission was first established by an ordinance in June of 1979.

The Commission consists of a designated officer from

the Police Department, the Commissioner of Health and Hospitals, the Director, two Animal Control Officers and four citizens appointed by the City Manager. The Animal Commission is responsible for:

- Enforcement of state laws and City ordinances pertaining to animals;
- Responding to nuisance domestic pet and wildlife related calls;
- Rescuing injured and/or sick domestic pets and wildlife;
- Distributing information for low cost spay/neuter assistance programs, domestic pet behavior problem solving, and nuisance wildlife exclusion and deterrent methods;
- Licensing all dogs in the City of Cambridge;
- Providing low cost rabies vaccination clinics for cats and dogs; and
- The quarantine of animals involved in bite/ scratch incidents and possible exposures to infected animals.

During FY93 the Animal Commission experienced a threefold increase in the amount of calls related to wildlife, specifically raccoons. This increase was due to the rabies epidemic that began in the Mid-Atlantic states and has now spread into Massachusetts. The first confirmed rabid animal in Cambridge was found at the Fresh Pond Reservation in January, 1993. Since then, there have been seven (7) confirmed rabid skunks found in the City of Cambridge.

FY93 ACHIEVEMENTS: During FY93 the staff of the Animal Commission achieved the following objectives:

- Provided four (4) low cost rabies vaccination clinics for dogs and cats.
- Licensed over 1800 dogs.
- Responded to over 2800 reports concerning cruelty to animals, barking dogs, loose dogs, dog waste, injured animals, wildlife related problems and feral/stray cat problems.
- Filed 527 reports for lost/found dogs and cats.
- There were 145 dogs picked up as strays in the City of Cambridge; 73% of these dogs were returned to their owners, 24% of these dogs were adopted by new responsible owners.
- Issued 368 citations for violations of the Animal Control Ordinances, which resulted in \$4,115.00 in fines.
 - 26% were issued for violation of the license law
 - 61% were issued for violation of the leash law
 - 2% were issued for violation of the "scoop" law
 - 11% were issued for violation for failure to display a license tag
- As a result of our adoption program, there were 45 dogs and 12 cats placed with new responsible owners during FY93.

- Initiated a second notice program for unpaid citations that resulted in a 40% increase in the final disposition of issued citations.

In addition to enforcement, the Animal Commission continues to work towards making a safe environment for people, pets and other animals through an educational approach.

Fire

The Cambridge Fire Department was formed in 1832 by an Act of the State Legislature. The Department has always been a leader in its profession and continues to look into ways of making the Department more efficient and effective in its delivery of service. During FY93, a consulting firm, Ernst & Young conducted a comprehensive survey of the City's fire operations and its delivery system. The team presented a list of options for the City and the Fire Department to consider. Some of the options which include the closing of the Kendall Square Fire Station have been implemented, and some of the other recommendations are in the process of being implemented.

The Department is composed of 258 sworn members and five (5) civilians. The Department provides its fire protection, emergency medical services, and hazardous material incident abatement from its fourteen (14) Fire Companies. The Department consist of 9 engine companies, 4 ladder companies and 1 Heavy Rescue/HAZMAT company, all under the command of 2 Deputy Division Fire Chiefs. The Companies are quartered in nine (9) fire houses located throughout the City.



Firefighters from the Rescue Co. taking a woman down the stairs and providing her with an air mask during a second alarm fire.

SARA Office and Public Education

The SARA Office is located at Engine Company 4's

quarters and is staffed by a Fire Captain. This office is responsible for controlling and cataloging hazardous materials and waste. This Officer, responsible for the Local Emergency Planning Committee (LEPC), and Fire Safety Education, has accomplished the following activities:

- Established in cooperation with the Cambridge Health Commissioner, the City Manager's Inter-City-Agency Hazardous Materials Task Force.
- Established a Biotechnology Committee from the Local Emergency Planning Committee to liaison with biotech firms in developing within their safety hygiene plans, emergency response to chemical accidents.
- Developed and coordinated hazardous materials training for all Task Force members using representatives from the Attorney General's Strike Force, the Middlesex County District Attorney's Office, the States Department of Environmental Protection, and the Federal Environmental Protection Agency.
- Conducted community based training for the elderly on Cambridge Cable Television and conducted on-site presentations in non Cambridge Housing Authority High Rise Buildings. Safety seminars have been completed in all elderly housing in the city.
- Conducted in-service training to the Cambridge Hospital Laboratory Section. Conducted in-service training at the Mt. Auburn Hospital Day Surgery Section.
- Developed in cooperation with Cambridge Cable Television an Emergency Response Film. This film depicted all Cambridge Fire Department's Emergency Response rolls in the community and focused on the Medical Emergency Response by the Engine Companies and the Rescue Company. It was a community outreach film to show the public in a graphic way what Emergency Medical Response was available to them and how to access that service.
- Coordinated the Fire Department's role in the Central Artery Tunnel Project, by writing the SARA Title I Worker Protection and the SARA Title Three Emergency Plan, and outlining the health impact to the City on the Charles River Crossing.
- Participated in the Cambridge YMCA Youth Day and the Harvard Community Health Youth Day, by providing presentations and Fire Department displays.
- Participated in the Cambridge Chamber of Commerce Day at the Sonesta Hotel. The Department's presentations included what the Fire Department offers to the business community in educational programs.
- The Fire Prevention division continued to present to the children of Cambridge the Robot Enhanced Fire Safety Program, which is designed to educate children on Fire Prevention methods.
- Conducted a City Parade during Fire Prevention Week, as well as Open House Programs in all Fire Stations and

displayed Fire Department Equipment; conducted Fire Prevention Programs at the Cambridgeside Galleria that same week, in cooperation with the Shriners Burn Center.

Fire Prevention and Compliance Division

Harvard University and M.I.T. are currently involved with major renovations of many of their buildings, in so doing they are upgrading the fire protection systems within. This office is involved with pre-construction plan reviews, approval of the final sprinkler and fire alarm plans, on site inspections during construction and a final acceptance test of the system. In addition, in FY93 the Fire Prevention and Compliance Division has undertaken the following activities:

- Implementing new regulations regarding the installation, modification, repair or removal of sprinkler devices or systems used for fire protection.
- Supervision of state mandated inspections of schools, hospitals, nursing homes, hotels, clinics and theaters by the fire suppression forces.
- Supervision of complaint investigations of fire hazards and the follow up by the fire suppression forces.
- Continued visitation of all residential buildings in the City by fire suppression forces to re-educate and assist the public in the proper maintenance and operation of home smoke detectors.
- Continued to inspect all licensed establishments, working jointly with the License Commission on life safety code violations and fire hazards.
- Continued to inspect for compliance with new Federal and State guidelines for underground storage of flammable liquids, i.e., the removal of tanks and contaminated soil, and the installation of new tanks and piping.
- Issued permits for the proper storage and use of flammable liquids and gasses as well as for burning and welding. Also issued certificates of compliance on smoke detectors.
- Continued the implementation of City Ordinance #1110 which imposes charges for Fire Department responses for false alarms during a six month period at properties with automatic fire alarm systems.

Technical Services Division

Technical Services Division is responsible for procurement and maintenance of apparatus and equipment. This Division prepares specifications for apparatus and major items of equipment. The city wide radio system now in service is an outstanding example of work done by Technical Services Personnel. The Deputy Fire Chief in this Division has aided the Cambridge Police Department in equipping their Detective Unit with their radio equipment.

The Communications and Technical Services Office

has been reorganized and now combines the former Property Office, and the Maintenance Division. This reorganization places all responsibility for upgrading and maintaining the Department's communications systems, real property, apparatus, purchasing for the Department, as well as the maintenance of all Fire Department buildings, rolling stock, and tools and equipment into the new division.

The radio system includes not only portable and mobile radios, but also box assignments, response areas, databases, standard response procedures, and liaison to the Fire Alarm Division.

Communications duties also include assisting in maintaining the infrastructure of the Communication System. Numerous pieces of electronic equipment are required to provide the daily operational needs of the Department. Base stations, receivers, computers, comparators, antennas, and a variety of specialized circuit boards, and back-ups must be kept in full working order. These "sometimes" transparent pieces exist throughout the City, on roof tops, as well as underground, from Boston to Arlington, in the MBTA Red Line, to complete the radio system.

Technical Services also develops and prepares the specifications for the bids on department vehicles, specialized rescue tools and Computer Equipment and Software.

Presently, specifications are being prepared for a new 100 foot rear mount aerial for Ladder Co. 3. The present Ladder 3, a 1989 Maxim 100 foot tractor trailer will be reassigned to Ladder Co. 4 to accommodate the low door heights at the Taylor Square station.

A Hazardous Materials-Command Post combination type vehicle went to bid in early 1993. The contract was awarded to 3-D Fire Apparatus of Shwana, Wisconsin, with a early 1994 delivery date. This combination vehicle will serve as a back-up Rescue, Command Post, and Hazardous Material Response vehicle.

Present projects include the ongoing preparation for E 9-1-1, (Enhanced 9-1-1). This will allow a PSAP, or public safety answering point to immediately identify an incoming caller's location.

In conjunction with this, a committee has been created to facilitate the combining of both the Fire and Police dispatch centers, and purchasing a CAD (Computer Aided Dispatch) for use by both departments.

The new computer system will include a records management system (RMS) for both Public Safety Departments. The RMS will allow for storage and retrieval of important records that are presently stored on paper.

Fire Investigation Unit

Fire cause investigations is an important function of all fire departments. The Fire Investigation Unit (FIU) is staffed with eight (8) members. Two (2) Fire Fighter Inspectors are assigned to the Unit on a full-time basis. One (1) Deputy Fire Chief (Chief Inspector), One (1) Lieutenant Inspector and four (4) Fire Fighter Inspectors are assigned to the Unit for additional duties. This Unit investigates fires at the request of Incident Commanders and as specified by Chapter 148 of the General Laws. FIU conducts patrols in areas where incendiary/suspicious fires have occurred. The Chief Inspector reports directly to the Chief of Department.

The mission of the Cambridge Fire Department Investigation Unit (FIU) is to identify and combat arson fires in the City. Fire Investigation Unit members respond to and determine the cause and origin of suspicious and incendiary fires, fires of undetermined origin, fires where a crime has been committed, series of fires in a specific area, multiple alarm fires or any other fire to which the Fire Incident Commander requests an investigator. FIU members also investigate all fires where serious or potentially serious injury or fatality has resulted.

The measurable success of the Fire Investigation Unit in arson prevention and control is documented in hard copy statistics and records. Also real, but immeasurable, is the abstract success, the deterrent factor of the thorough fire investigation and criminal follow-up when needed. The knowledge that every questionable fire will be investigated is a definite deterrent to the arsonist.

The Fire Investigation Unit is comprised of six (6) primary Fire Investigators and 4 backup investigators. One Cambridge Police detective is also assigned to the unit. Of the Fire Department members, two are full-time investigators and the remainder are part-time investigators. The part-time investigators are also assigned to fire suppression units. Fire Investigation is the only staff function carried out by suppression personnel.

Throughout the year, the Fire Investigation Unit (FIU) participated in training classes provided by the Cambridge Police. The Fire Investigation Unit acknowledges and appreciates the assistance of the Cambridge Police, the Massachusetts State Police, the Registry of Motor Vehicles, the Cambridge Fire Department Technical Services Division, the Cambridge Fire Department Fire Prevention Division and the Fire Suppression Units.

The Fire Investigation Unit also works closely with Fire Investigation Units of other areas, cities and towns.

Training Division

The Training Division presented training courses on many subjects important to Fire Fighters. This Division prepared the entire Department for the implementation of the Incident Command System (ICS). ICS allows an incident Commander a greater degree of control and accountability over operating units. It also increases the margin of safety for Fire Fighters. Officers of the Training Division also conduct tests to evaluate new equipment before a purchase is made.

Training is a constant in the Fire Service. Training is done both at the Company level and Department wide. The Training Division oversees both types. The formal training classes conducted during FY93 include the following:

- **1-3/4 inch Attach Line Advancement** - Two Engine and one Ladder Company working together at a Fire Station advanced the three commonly used hose lines into the building and to an upper level. All members were in full protective clothing. This exercise demonstrated the proper techniques and exposed the common problems encountered with each method.
- **Live Flammable Liquid Training** - Conducted at Logan International Airport by the MassPort Fire Department. This was a continuation of the program in FY92. All

members who did not attend FY92 were scheduled during this class. All but 20 members of the Department have completed this course.

- **Incident Command System for Officers** - The Fire Department will be adopting the National Incident Command System during FY93. This will be the first exposure to the system for all Department Officers.
- **Cardiopulmonary Resuscitation (CPR)** - Annual certification for all Department members.
- **Cutter's Edge Saw** - The Department purchased 4 Cutter's Edge Saws and were put into service on each ladder company. Training was given to all Ladder and Rescue Company members by Firefighter Maloney.
- **Apparatus Maintenance Schedules** - New forms detailing the proper daily and weekly maintenance and permanent repair log have been woused by all companies since 1/1/93. These forms allow for uniform record keeping and allows a quick history of the vehicle at a glance of the forms.
- **Incident Command System Part I** - All members of the Department were given training on the nationally recognized Incident Command System. The ICS is to be used at all incidents involving Fire Department operations in Fire District 13 as adopted by the Fire Chiefs.
- **Incident Command System Part II** - continuation of the previous course. Companies practiced using the correct terminology during several different scenarios. All questions about the ICS were discussed but not resolved. The ICS is being implemented and revised as needed.
- **Hydrant Inspection Procedures** - Proper hydrant use the testing procedures as approved by the Cambridge Water Department. A video on hydrant assembly and minor repairs was shown to have a better understanding on hydrant operation. A permanent hydrant mockup cut-away is being made at the Water Department Repair Shop.
- **Longfellow House** - First alarm response companies were given a tour of the National Park Service Longfellow House. This tour was for both historical purposes as well as providing a pre-fire plan for this site as well as similar structures in the area.
- **Fire Alarm** - All members were brought to the Fire Alarm Office and were shown how F.A. Operators do

their jobs. There was plenty of dialogue between Fire Alarm and the Fire Department to better understand each others job. This will allow for a smoother operation in our greatest asset, COMMUNICATION.

- **Recruit Training** - Twenty Eight (28) new members were appointed to the Department. During a one week course they were given an overview of the Cambridge Fire Department. After this week, they attended the Massachusetts Firefighting Academy for 9-1/2 weeks.



Firefighters from the recruit class set instructions on gas fire at the State Fire Academy during 9½ week training course.

- **Cambridge Cares About Aids** - Department members were given AIDS/HIV Virus classes by volunteers from the group, Cambridge Cares About Aids. This is a continuance of classes already given to other City Departments.
- **Flammable Gas School** - The Cambridge Fire Department was host to the Mass. Fire Academy LPG School. Nine members of the Department participated in the two day program. Day 1 was lecture. Day 2 was a hands on day long program at the Fire Academy Gas Mockup.

SUBJECT: Activity by Fire Companies for FY92 - FY93

Company		Fire Duty	Medical Services	False Alarms	Mutual Aid	Totals
Engine #1	491 Broadway Headquarters	1,379	338	122	01	1,840
Ladder #1		1,207	47	132	33	1,419
Rescue #1		817	2,243	46	4	3,110
Engine #2	378 Mass. Ave. Lafayette Square	1,178	779	264	4	2,225
Ladder #3		1,200	76	277	1	1,554
Engine #3	173 Cambridge St. East Cambridge	568	384	139	15	1,106
Ladder #2		654	63	137	42	896
Engine #4	2029 Mass. Ave. Porter Square	817	604	90	30	1,541
Engine #5	1384 Cambridge St. Inman Square	971	481	183	53	1,688
Engine #6	176 River St.	799	346	187	0	1,332
Engine #7	350 Main St. Kendall Square	589	165	138	1	893
Engine #8	113 Garden Taylor Square	834	261	112	0	1,207
Ladder #4		920	88	94	5	1,107
Engine #9	167 Lexington Ave.	478	306	24	23	831
Totals		12,411	6,181	1,945	212	20,749

Police

Serious crime decreased in the City of Cambridge in calendar year 1992. When compared with the previous year, the City recorded a decrease of slightly greater than eight percent in calendar year 1992 in Part I crimes. Because of the seriousness and frequency of occurrence, eight offenses (murder, forcible rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson) comprise a crime index of Part I crimes and serve as an indicator of the locale's crime experience.

The 1992 Part I crime index of 5,951 was a decrease when compared to last year's total of 6,482. Two murders were recorded in the City compared to five last year. The number of reported forcible rapes in the City decreased (-13.2%) along with reports of robbery (-2.8%), aggravated assault (-28.3%), burglary (-21.1%), larceny (1.1%), and motor vehicle theft (-12.4%).

Both violent crime (-13.6%) and property crime (-7.2%) decreased in 1992 when compared with 1991 totals. The crimes of burglary, robbery and auto theft posted their lowest annual totals since the mid-1960's.

	1990	1991	1992
Forcible Rape	29	38	33
Robbery	431	399	286
Aggravated Assault	614	567	551
Burglary	1 470	1 098	866
Larceny	3 136	3 363	3 326
Motor Vehicle Theft	1 353	1 012	887
Murder	3	5	2
	<u>7 036</u>	<u>6 482</u>	<u>5 951</u>

For the fiscal year ending June 30, 1993, the Cambridge Police Department consisted of 256 sworn officers and 30 civilian staff. During the fiscal year or calendar year where noted, the following achievements were accomplished by the personnel of the Police Department.

- During calendar year 1992, the Police Department was responsible for a total of 2,748 arrests. Of this total, 999 arrests were for felonies while 1,749 were for misdemeanors.

- Reportable motor vehicle accidents increased 6.3% in 1992 when compared with the previous year. A total of 2,804 accidents were reported throughout the City.
- The Operation (uniform) Division issued 18,132 moving vehicle citations and 84,374 parking tickets.
- The Day and Night Patrol Sections were responsible for conducting over 30,000 "Park & Walk" assignments throughout the City. These assignments require uniformed officers to walk a particular neighborhood, block, business district, housing complex, park/playground, etc. The assignments are based on reported crime, calls for service, expressed community concerns, etc.
- In order to provide safety and security during the holiday season to citizens and shoppers throughout the City, the Police Department conducted Operation "Christmas Grinch II" during the month of December. A series of two uniformed walking patrol officers were assigned in various residential and commercial areas of the City. The officers provided a uniform presence to deter the typical holiday crimes.
- For the second consecutive year, the Police Department conducted the Neighborhood/Park & Playgrounds walking program. Uniformed patrol officers, on overtime, were assigned to walk all areas of the City in four hour blocks. The objective was to provide a uniformed visibility and to insure every street in the City would be walked by a uniformed officer.
- In February, the Cambridge Police Health & Fitness Center opened. The Health & Fitness Center is equipped with state of the art exercise equipment and is available to Department personnel on a twenty-four hour a day, seven day per week basis. The Center features cardiovascular equipment (stair masters, treadmills, lifecycles and a rowing machine), a CYBEX strength system, free weights and benches, and a basketball area. General instructions on the use of the equipment and proper exercise by a professional fitness trainer is available.
- The Crime Analysis Unit published Neighborhood Crime Reports. A Neighborhood Crime Report is comprised of statistics for the City of Cambridge's thirteen neighborhoods. The focus of the report is on the five target crimes the Crime Analysis Unit monitors to establish thresholds and to forecast potential crime trends. The crimes of street robbery, housebreaks, auto theft, larceny from motor vehicles, and malicious destruction occur in sufficient numbers to be amenable to analysis and predictive as to pattern development. Data on drug arrests, ongoing crime trends, community concerns and crime projections can be found in the year's review for the neighborhood.
- Neighborhood community walks by all senior command staff, often accompanied by local neighborhood leaders, local business representatives, or Cambridge Housing Authority representatives, are conducted on a weekly basis.
- In August, 1992, the Police Department held its second annual Open House. Over 5,000 visited and attended a number of demonstrations and exhibits.
- The Police Department, in cooperation with the School Department, continued a program of distributing confiscated and abandoned bicycles to needy children in the City.
- Senior staff, supervisors, and patrol officers participated in a "Night of Dialogue" with a number of youths from throughout the community. Several repeat visits have resulted in continued dialogue at local youth centers.
- The "Call the Commish" program continued throughout the year with much success. Anyone is welcome to call Commissioner Anderson directly every Tuesday and Thursday evening between 5:00 p.m. and 7:00 p.m. to discuss issues of concern, to report problems, to complement good police work, etc.
- The Investigation Section, in collaboration with the Women's Commission, created a new domestic violence policy including the use of a psychological profile for risk assessment, the creation of a "panic alarm" program, the acquisition of a State Grant for Domestic Violence funded activities, and training for all police officers on domestic violence and abuse issues. This program received national recognition with an article in PARADE Magazine. Following the article, over 400 requests for information were received from police departments, agencies, and individuals from throughout the country.
- Investigations into prostitution efforts have resulted in numerous arrests at massage spas, hotels and on the street. Operation "Street Hustle" during the month of September resulted in 52 arrests and two car seizures.
- Operation "Busy Bee" by the Narcotics Unit netted the State's largest seizure of crack cocaine.
- Commercial Security and Police Department representatives were brought together in a liaison program through the efforts of the Chamber of Commerce. Regularly scheduled monthly meetings are designed to exchange selected information and to increase the information network and crime reduction methods through proactive model design.
- The Drug Abuse Resistance Education (D.A.R.E.) program was instituted in all of the City's elementary schools during the 1992/1993 school year. The Department received a grant award of \$1,750 from Lechmere Sales to assist the D.A.R.E. program.
- The Police Department opened its doors on Halloween and welcomed children of all ages to visit. D.A.R.E. coloring books and candy were distributed to all visitors.
- The Department received a grant of \$20,500 from the East Cambridge Savings Bank to purchase a fifteen passenger van to complement the Department's elderly crime prevention program and youth programs.

- Thirty new police officers were appointed to the Department on May 3, 1993. The officers completed an 18 week training program and the entire group successfully graduated on September 10. The new officers will be assigned to the various neighborhoods throughout the City.
- A 20 officer Special Response Team (S.R.T.) was selected and organized. The team received over 80 hours of training in all facets of their responsibilities.
- The Police Department continued its Employee Recognition Program. The Program provides recognition, on a monthly basis, to the employees of the Department for their outstanding performance and contributions to the City and to the community. Receiving special recognition at year's end were: Officer Christopher Burke - Officer of the Year, Detective Louis Cherubino Jr. - Investigator of the Year, Officer Jill Brown-Rhone - Most Courteous Officer of the Year, and Mrs. Cheryl Wilson - Civilian of the Year.

Traffic & Parking

The primary function of the Traffic and Parking Department is public safety. The Department's primary goal is to increase public safety for pedestrians using our streets especially children and elderly residents. These goals are being achieved through the process of investigations, the utilization of good traffic engineering, a good educational program and the strict enforcement of the parking rules and regulations of the City. The Department is working closely with the Cambridge Police and School Department in reaching these goals.

The Department's responsibilities are divided into three divisions, Traffic Control, Parking Control and Supporting Services. The Traffic Control Division is responsible for conducting various traffic and parking studies that are requested by the City Council, City agencies and neighborhood groups. These studies give us the data necessary to make a reasonable and rational decision in determining the need for traffic or parking changes. These studies are also required by law when we are considering the need for traffic signals, stop signs and marking streets one-way. The types of studies conducted include traffic volume studies, pedestrian crossing studies, cordon counts, traffic signal warnings, stop sign needs, speed studies, truck restriction studies, parking and enforcement studies and accident studies that are conducted in cooperation with the Police Department.

The Traffic Control Division is also responsible for the maintenance of our traffic signals, warning beacons and our computerized traffic adjusted signal controller located at the Traffic Department's office. The Department has 76 intersections on line and our goal is to have all the signalized intersections on line by 1996. The Department continues to see a dramatic change of traffic movement as we can now control the number of vehicles entering our signal system as well as control the speed of the vehicles through the system. This computerized system has reduced back up at intersections thereby reducing the pollutants emitted

from vehicles and conserving fuel.

The Parking Control Division is responsible for the Department's issuance of resident stickers and visitor permits. Our computerized Resident Sticker Program has resulted in shorter waiting time and with our on-line Registry of Motor Vehicle computer, we have eliminated most illegal registrations through instant verification. The issuance of resident stickers and visitor permits by mail keeps increasing each year and we again expect an increase this year which will reduce the number of people applying for permits in person.

The Department issued 26,500 Resident Stickers and 35,200 Visitor Permits in FY93.

During the past year, the Department has completed its on-street unregulated parking space study and after 23 neighborhood meetings, has submitted its report and recommendations to the City Manager as required by the City's Parking Freeze Ordinance. The Department has started to implement its proposals and will give first priority to resident parking.

The Department continues to oversee the administration and enforcement of off-street parking facilities as required by the Parking Freeze Ordinance. Administration of the Parking Freeze is through the Interim Parking Control Committee (IPCC), a committee made up of Cambridge citizens. The IPCC approves or disapproves applications filed through the Department for a Controlled Parking Facility Permit (CPFP) or Determination of Exclusion. These are the permits needed to operate a parking facility under the provisions of the Parking Freeze.

Enforcement of the Parking Freeze is conducted through inspections done by the Department in order to determine whether said parking facilities are operating within the provisions set forth by the Parking Freeze. The inspections are of parking facilities listed on the Parking Freeze Enforcement Strategy List, which is as follows:

Addendum A: Facilities holding a CPFP issued prior to August 15, 1990.

Addendum B: Facilities holding a Determination of Exclusion issued prior to August 15, 1990.

Addendum C: Facilities holding a CPFP issued after August 15, 1990.

Addendum D: Facilities holding a Determination of Exclusion issued after August 15, 1990.

Addendum E: Facilities which have no approval under the Parking Freeze (whether said facility came into use before or after the execution of the August 15, 1990 Memorandum of Agreement is not yet determined) and which appear to be operating without such necessary approval.

During the past twelve months the Department conducted 92 inspections of parking facilities throughout the City which resulted in the IPCC holding 3 meetings in which 8 Determinations of Exclusion were granted and 4 hearings in which 7 Determination of Exclusions and 2 Controlled Parking Facility Permits (CPFP) were granted.

The Parking Control Division is also responsible for the operation of our Abandoned Vehicle Program which is designed to remove vehicles that have been left on our public ways. Under the General Laws of the Commonwealth, Chapter 213 of the Acts of 1989, the Department

has the authority to ticket and tow any abandoned vehicle in the City. Upon receiving a complaint, an investigator is dispatched to the scene to determine if the vehicle is abandoned. The vehicle is then tagged and officially declared abandoned. The last registered owner of the vehicle then has seventy two hours to remove the vehicle or the vehicle will be towed, at the owners expense, and the owner will be fined. The following is a summary of the Abandoned Vehicle Program:

Source of Complaints:

Citizens	210
Parking Control Officers	49
Public Works Department	4
Police Department	6
Traffic Investigators	150
Total Complaints	419

Disposition of Complaints:

- Vehicles moved to private property prior to ticketing	11
- Vehicles recovered as stolen by Traffic Investigator	26
- Vehicles ticketed as abandoned	267

Disposition of Abandoned Vehicles:

- Removed by owners within 72 hours	227
- Impounded by Traffic & Parking Department	55

The City's on-street parking management program is made up of twenty-six Parking Control Officers who enforce all parking regulations, and the traffic maintenance and parking meter repairmen who install, maintain and collect revenue from the City's 2,200 parking meters. This combined effort enables motorists to park legally, in well-defined metered and unmetered areas, and insures a high percentage of turnover parking, thereby giving short term parkers an equal opportunity for inexpensive parking in our business districts.

The Department's off-street parking facilities include two parking garages: East Cambridge with 1,100 parking spaces and Green-Franklin-Pearl with 290 spaces. There are also seven parking lots with a total of 249 spaces located in our business districts as well as the 261 parking space facility at the Cambridge Hospital.

The parking ticket processing section is providing the public with the fastest, most accurate and efficient information in confirming or paying parking fines. The system can, within seconds, provide information regarding the location, time and offense and the officer's name who issued the parking violation.

The Department, in FY93 generated \$11,600,000 in revenue from various functions. The operating budget of the Department was \$5,436,580.

Police Review & Advisory Board

The Cambridge Police Review and Advisory Board was established in 1984 by City Ordinance. The primary function of the Board is to hear and decide complaints of misconduct filed by persons against Cambridge police officers as well as complaints by departmental employees against the Police Department. The Board also reviews, and makes recommendations regarding the Police Department's policies, practices and procedures.

Specific Accomplishments

During the past year the Board competed with several civilian review boards from other cities to host the 1993 conference of the International Association for Civilian Oversight of Law Enforcement (IACOLE). The Board received immense support from the City of Cambridge, including the Cambridge Police Department and the Department of Human Services; the Commonwealth of Massachusetts Criminal Justice Training Council; JFK School of Government, Program in Criminal Justice Policy and Management at Harvard University; Harvard University Police; Northeastern University, College of Criminal Justice; the US Justice Department, and other community agencies and local businesses. In April 1992, the IACOLE Board of Directors accepted the Police Review Board's proposal, and the Board and the City are pleased to be hosting the 1993 conference.

During FY93 the Board solicited the input and participation of local organizations, universities and the general public in the planning of this conference. The conference will provide insight into the various functions and structures of civilian review boards as well as training for the conference participants. In addition, this conference should generate thoughtful ideas about some of the problems facing civilian review boards and police managers nationally and internationally. In April 1993, IACOLE's Board of Directors met in Cambridge where they were introduced and honored at a reception held by the Mayor and city officials.

Representatives of the Board attended the IACOLE 1992 conference held in San Diego, California in September 1992.

During FY93, the Board received thirty-four (34) informal complaints of police misconduct. Of these, the Board resolved nineteen (19) complaints. The Board also resolved eleven (11) cases filed prior to fiscal year 1993. Several of these complaints were resolved informally or by administrative means through the efforts of the Board's Executive Secretary.

During the year, the Board's Executive Secretary also handled many inquiries and referrals from various organizations, community groups and the public. Three complaints were resolved formally with the following recommendations by the Board for action by the Police Commissioner and the City Manager:

- On case No. 92-27, that the Police Commissioner establish a policy requiring police officers to announce to a motorist, within a reasonable period of time after he/she is stopped for a traffic violation, the reason for the stop,

except for good cause otherwise as, for example, when it would present a danger to the officer or would unreasonably interfere with the officer's investigation.

- On case No. 92-28, that the Police Department advise all police officers about the demographics of the home health aides in Cambridge and Greater Boston area so they do not abuse or misuse criminal profiles based upon membership in a cultural minority. And in addition, that the respondent officer apologize to the Complainant for the unduly aggressive and accusatory manner in which he interrogated her.
- On case No. 92-03, that the Police Commissioner reprimand the officer towards which a complaint was filed; and that the letter of reprimand indicating the Board's finding be placed in the officer's personnel file and kept there for two years. If the officer is not found to have engaged in any other misconduct as a police officer in Cambridge during this period, by any tribunal, court, or administrative body, the letter would be expunged from the officer's file at the end of this period.

That the Police Commissioner organize an interactive community youth forum, with the alleged officer's active participation, focusing on issues such as the basis for a police officer's use of force and the degree of force that is permissible whenever the use of force is justified.

As part of its community outreach effort, the Board completed the following activities:

- The board distributed fliers at various community centers, public libraries and other city agencies. The Board also placed an informational message about its function on Cambridge Cable Channel 37 and the School Department News, Channel 36 which is being broadcasted continually. The message is written in English, Haitian Creole, Portuguese and Spanish. During the year, the Board's Executive Secretary attended and participated in various community based meetings and other City responsibilities.
- The Board's staff participated and made a presentation about the Board's function at a training workshop for potential volunteers coordinated by "Positive Edge" at Union Baptist Church, Cambridge. A similar presentation was also made at the Cambridge Community Services and the Bilingual Program of the Cambridge Rindge and Latin School "The City Links Program."
- The Board's staff participated and attended various forums organized by the Mayor's Commission on Unity and Justice held in different City neighborhoods to listen to concerns of Cambridge Citizens. In addition, the Staff took part in the Multicultural Committee of the Human Services Department in its numerous meetings held to discuss issues concerning City employees and Citizens.
- The Board's staff is also working with the City's Employee Diversity Committee to planning a "diversity day" for all city employees, an all day event scheduled for August 11, 1993.

- Moreover, the Board is working with the City Manager's office and Personnel Department in their effort to establish comprehensive training on sexual harassment for city employees and to improve and improve the City's complaint/investigation process.

Inspectional Services

The Inspectional Services Department was created in 1983 by a Home Rule Petition of the Cambridge City Council, and was enacted into law by the Governor and State Legislature. By that action, the Building Department was abolished and its functions, together with the housing code and sanitary inspection functions, formerly under the supervision of the Commissioner of Public Health, were merged to create the Inspectional Services Department. It is important to note, however, that the authority for the actions of these code and sanitary inspectors flows from the Commissioner of Public Health and, for that reason, the Commissioner of Inspectional Services coordinates closely with him as well as the Health Policy Board.

The Department is responsible for all laws and related City Ordinances which pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. More specifically, these responsibilities encompass the administration of the building, electrical, plumbing/gas, and mechanical codes together with articles of the State Sanitary Code covering housing and food establishment inspections and lead paint and asbestos testing and removal. In addition, a major and highly visible function of the Department is the enforcement of the City Zoning Ordinance and the provision of staff support to the Board of Zoning Appeals.

For FY93, the Department was responsible for revenues and fees collected from building permits to milk licenses totaling \$1.73 million with building permits accounting for \$1.21 million of that total. This contrasts to an operating budget of \$1.44 million or an income exceeding expenses by 20%. The workload in FY93 was up significantly over past years. Fees collected as compared to the FY92 annual report were up by 13% and the Department issued 1464 building permits, a 20% increase over FY92 and the highest number in the past four years. Another indicator is the large number of complaints received by the Department. In FY93, over 2500 complaints, 210 per month on average, in 29 different categories ranging from unsanitary conditions in housing (most numerous) to noise were reported. The Department takes satisfaction in the fact that the vast majority of these complaints were resolved without resorting to legal action largely through the efforts of the assigned inspectors. Even so, it was necessary to refer approximately 700 cases to criminal court for resolution. The management of this caseload through the various levels of the judicial process represents a significant workload within the Department.

During FY93, the Department went through a change in leadership operating under an interim Managing Director through much of the third quarter until a new Managing Director/Acting Commissioner was appointed on March 15. The new leadership has focused on employee development, customer service and efficiency improvements.

Both specialized and cross training took on a position of increasing importance within the Department during FY93. With more responsibilities and limited staff, Knowledgeable and well trained employees were recognized to be essential to fulfill the expectations and needs of the citizens of Cambridge. Examples of some of the more significant training provided during this period included: lead paint determination for all staff, applied food service sanitation, hazardous material (HAZMAT) response, indoor air quality, backflow prevention, microbiological aspects of food processing, and several seminars on building code applications. For FY94, the plan is to continue an aggressive training program.

Customer service was emphasized within the Department from service at the counter to phone etiquette. The system of staffing the customer services counter by utilizing Inspectors on a rotating basis was changed to one of using a senior clerk on a permanent basis thus assuring stability and continuity of service to this most important function. Citizens who have concerns that they feel are not being adequately addressed were encouraged to talk to the Managing Director directly. Voice mail has been installed for a number of key staff positions and inspectors with the objective of improving customer response.

The functions of the Inspectional Services Department are under continuous review to ensure that services are delivered in the most efficient manner possible. The streamlining of the building permit issuance procedure, which will be discussed below, improvements to the computerized complaint system and development of a data base to monitor the City's abandoned properties, along with the voice mail mentioned above are examples of efficiency improvements.

During FY93, the Department initiated an effort to improve the appearance and cleanliness of the City through designation of a Waste Management Specialist. This individual focuses his attention on those problems that impact on the cleanliness and appearance of the City. Examples include: condition of vacant lots and abandoned buildings, junk cars, trash accumulation, sign pollution, and rodent problems. This is a small step on a major problem that all large cities face to varying degrees and positive results are beginning to show.

In the permitting area, significant improvements have been made over the past year. The building permit application forms have been revised to eliminate extraneous information and to bring them in line with the latest edition of the State Building Code. The basis for assessment of permit fees has been clarified to specifically include all related project construction costs as required by the Building Code. This, together with requiring cost affidavits from the owner both before and at the completion of construction for all projects over \$50,000, has resulted not only in an increase in the amount of fees collected by the City but, more importantly, we now have better assurance that project permit fees are being equitably assessed to all. Related to the above, Inspectional Services Department staff has devoted increased attention to surveillance throughout the City to ensure that permits are taken out for all required work. This effort together with the input from a knowledgeable and sophisticated Cambridge citizenry is expected to keep unauthorized construction work to minimal levels and ensure all contractors operate from a level playing field. The State Building Code permits up to

30 days between application and the granting of a building permit. The Department has recognized that this can be a major source of frustration to owners and contractors and has embarked on a major effort to reduce this review period to the shortest possible with a goal of two weeks for the more complex cases. Working closely with the Historical Commission, trips to that office to obtain their sign off have been minimized, improved procedures have been developed with Rent Control, Departmental internal coordination has been improved, and plan review training for the Senior Building Inspector and related training for the Building Inspectors have been scheduled. These are examples of actions that have been taken to improve customer service in this area.

With the increased emphasis being given to handicapped access as a result of the recent passage of the Americans with Disabilities Act, the Inspectional Services Department has taken a proactive approach to insure that construction in Cambridge is in compliance with the regulations promulgated by the State Architectural Access Board. An analyst, knowledgeable in the regulations of the Barriers Board, has been hired to assist the Building Inspectors in this important area. Working with them, along with the developers and contractors, his objective is to recognize and resolve problems in the planning and design phases in order to avert future controversy.

In the area of zoning, the Department has been active in providing support on an unusually large number of cases heard by the Board of Zoning Appeals (BZA). In FY93, a total of 310 cases were heard, approximately 10 percent more than the previous year. To handle this increased workload and to provide improved support to the public, an intern architect co-op student has been hired to assist the Assistant for Zoning. This has proven to be beneficial, both to the Department and the student, at minimal cost to the City. Record keeping has been improved through the establishment of a database that includes all recent BZA cases. Action is underway within the City Clerk's Office to include on this file all past cases since the beginning of the establishment of the BZA. Another significant improvement was the adoption by the City Council of an amendment to the Zoning Ordinance which allows the Inspectional Services Commissioner to approve certain minor changes to buildings that previously required BZA approval. This should result in a reduction in BZA case-load and faster approvals to citizens requesting these changes.

The Environmental Health Division of the Inspectional Services Department, considering that they were short an inspector for half the period, had an extremely busy year. The two assigned inspectors, responding to the over 400 complaints together with the mandated inspection requirements levied by the State Department of Health, conducted over 2500 inspections/reinspections of the almost 1000 food related establishments in the City. The lack of major complaints or significant outbreaks of food related illnesses this past year, and indeed for the past several years, is attributable, at least in part, to the thorough and professional inspections conducted by the sanitary inspectors assigned. A third inspector has recently been hired to bring staffing in this critical area up to authorized allowance.

As the Department moves into FY94, the focus will continue to be on continuous improvement in the areas of customer service, employee development, and efficiency

improvements. Some specific challenges will include: revision to the permit fee schedule which was last revised in 1981, continuing to streamline the permit application process and management improvements in the Code Inspection (housing) area.

License Commission

ISSUANCE/ENFORCEMENT. The License Commission, comprised of a chairperson, the Fire Chief, and a Police Department representative, is charged with the responsibility of issuing licenses and enforcing rules, regulations, local ordinances and state laws pertaining to the sale of alcoholic beverages to common victualers, innholders, lodging houses and dorms, garage and gasoline storage permits, shops and sales, hackney carriages and drivers, open air parking lots, entertainment, fortune tellers, raffle and bazaars, festivals, used car dealers, peddlers, auctioneers, jitneys and livery/limousine licenses in the City of Cambridge. During FY93, the Commission's staff billed and renewed 260 annual alcoholic beverages licenses as well as approximately 2,000 other annual licenses, in the above categories. In conjunction with the Police Department, local colleges/universities, churches and businesses, the staff also issued approximately 500 one day alcoholic, entertainment, raffle and bazaar, and peddlers licenses to individuals for special events, fundraisers and parties held throughout the city.

The Department continued to be a major revenue producer during FY93 with revenues exceeding \$1.48 million and a combined budget of both the Licensing and Consumer divisions of \$451,545.

During FY93, the Department operated under its recent organizational restructuring in order to better serve the needs of licensees and the community. Department personnel received further computer/ word processing training and the smooth shift to automation, which began the previous year, continued. The usage of computer terminals at each work station, as well as centralized printers, allowed staff members to expand duties and has facilitated an increase in personal productivity from the staff of (5) full time and (5) part-time employees during a period in which the Commission was forced to work with this understaffed level in order to meet budget restrictions. The task of backloading data, which has been on-going for the past year, is expected to take at least six more months to complete. During this switch-over, we have benefitted from the addition of temporary summer employees assisting us in this endeavor.

The Hackney Division inspected each of the 248 licensed Cambridge Hackney vehicles during two separate inspection periods, as well as individual inspections of every hackney vehicle that was sold during FY93. The Department of Public Works assisted us during the April inspection period by providing both personnel to inspect vehicle mechanics and the facilities in which these inspections were held.

Over 500 individuals came into this office and registered to take the weekly written hackney test during this same period. Of these, eighty new hackney driver's

licenses were issued after each of the individuals took and passed the hackney driver's license test. Almost 340 of our 700 licensed hackney drivers came in to the office and renewed their licenses upon written notification from the Commission that their licenses were to expire. The Assistant Hackney Inspector worked closely with other staff members to complete a comprehensive re-write of the Hackney Rules and Regulations. A hearing on these proposed Rules and Regulations was held and this new set of regulations was promulgated.

During FY93, the Commission held semi-monthly public hearings and monthly decision-making meetings. During the semi-monthly hearings, the Commission heard approximately 190 applications for new licenses, transfers and changes in current licenses. As each application was presented, the Commission listened to public input which it considered when rendering its decisions. During these hearings, the Board also heard evidence presented in disciplinary matters against current licensees as well as appeals from hackney applicants whose license-requests were denied by the Hackney Division.

In order to continue serving both the citizenry and business community of Cambridge, the License Commission staff worked in harmony with other city agencies including, but not restricted to: the Fire Department, Police Department, Public Works, Inspectional Services, Animal Control Commission, Arts Council, Community Development, Rent Control and Traffic and Parking.

In continued coordination and mutual cooperation with the Division of Fire Prevention, the License Commission's civilian investigators and Hackney Police Officer embarked on Phase 3 of the Pouring Alcohol Task Force Inspections by inspecting the premises of all operational pouring licenses in unannounced evening visits. During this phase, Inspectors from the Building Division of Inspectional Services were added to detect possible violations of the State Building Code. These inspections followed FY91's Phase 1 announced day-time inspections by this task force as well as Phase 2's unannounced evening inspections and were conducted to assure continued compliance with Licensing and Fire Safety Laws.

The License Commission's investigative team, on its own initiative and in response to complaints filed with the city, conducted 352 investigations of both licensed premises and reported cases of alleged violation of the noise ordinance. Ninety-one percent of these investigations were completed by the end of the fiscal year. When violations were found, the first step was an attempt to mediate the issue, in an effort to avoid punitive action. If this could not be accomplished, the matter would be referred to the full Commission for a disciplinary hearing.

The License Commission, with assistance of underaged, city-employed, sworn constables, launched a field test of all operational package stores in the City. When the underaged constable visited the package store, he tried to purchase one six pack of beer without presenting any ID. Of the 39 stores visited, 60% sold beer to the minor at least once without checking to ascertain whether the minor was old enough to legally purchase the alcohol. A similar field test was performed on 79 of the licensed pouring establishments, with the underaged constable attempting to purchase a beer from the licensee. Of the 79 establishments tested, there was a 62% failure rate. Of those establishments that have already come before the Commis-

sion on disciplinary complaints for these sales, all have been ordered to attend an alcohol awareness and education program. Some of the establishments have also received 1-3 day license suspensions due to the number of times they failed the field test and/or their previous record of selling to minors.

The Commission, in attempting to balance the needs of both the citizens and the business communities, has acted responsively by continuing work with major developments in the City, and by addressing traffic and noise problems connected to liquor establishments and large garages.

During FY93 the Commission, in response to police complaints of drugs being sold on the premises, revoked the Alcoholic Beverages licenses of (2) establishments. One of these revocations was appealed to the state Alcoholic Beverages Control Commission which overturned the decision and instead issued a 60 day suspension.

As we move into FY94, the Commission strives to meet its mandate while serving as a balancing agent between the needs of the residential and business communities of Cambridge.

CONSUMER COMMISSION

The Commission works in cooperation with the Attorney General of the Commonwealth to mediate individual consumer/business disputes to eliminate the need for either party to go to court to resolve the conflict. The staff also is watchful of any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the experience and information gained from the hundreds of individual complaints filed each year by area residents, the Commission, also known as the Consumers' Council, can be an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for the citizenry.

In FY93, the Council benefitted from the volunteer efforts of student interns from Brandeis University, Suffolk Law School and UMASS/Boston and also community volunteers. Over 4,000 hours were served by over twenty-five individuals. A special ceremony was held in City Hall in May to honor their efforts.

The Consumers' Council was able to actively assist in the mediation of 1,500 written consumer complaints and to offer telephone advice to over 8,000 individual callers. Over \$114,000 in refunds or savings to consumers resulted in the disputes that were successfully resolved with the Council's intervention. Seventy eight percent of the complaints received during FY93 had been resolved by the end of the year. Almost 100 additional complaints from prior years were also resolved during FY93.

The Council received, in addition to city funding, a grant of \$4,000 from the Somerville-Cambridge Elder Service Title IIIb grant program to serve the consumer protection needs of Cambridge senior citizens. A grant of \$63,500 was received from Attorney General Scott Harshbarger to serve the residents of Boston and Cambridge.

Weights & Measures

The Department of Weights and Measures consists of a three-person staff and is charged with the responsibility of ensuring that equity and fairness prevails in the market place between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments.

It is the function of the Weights and Measures Department to see that equity prevails between buyer and seller within the City of Cambridge, on determinations of quantity of all goods, wares and merchandise. It is the duty of the Department to enforce the General Laws of Massachusetts, local ordinances and regulations relating to the accuracy of weighing and measuring devices and the weight, measure, and count of commodities offered for public sale, and in sealing or condemning of devices tested; to perform such work in accordance with State laws and regulations or municipal ordinances, and subject to review through reports to, and periodic checks by representatives of the State Division of Standards; to inspect prepackaged food and merchandise for compliance with weight, measures and count requirements and for proper labelling as to weight, measures and extended price; to investigate complaints of short weight, measure and count; to seize unsealed weighing or measuring devices or those not conforming to legal standards; to testify in court; to check transient vendors for possession of license and to inspect weighing and measuring devices used by such vendors for evidence for prior testing and approval; to give advice to merchants relative to packaging and labelling goods; and to solicit and maintain the understanding and cooperation of merchants and the general public. This Department uses Handbook 44 promulgated by the National Institute of Standards and Technology on specifications, tolerances and other technical requirements in its testing procedure on weighing and measuring devices.

The following devices were tested and sealed during FY93:

Scales	over 10,000 lbs	11
Scales	5 000 to 10,000	10
Scales	1 000 to 5,000	30
Scales	100 to 1,000	67
more than	10 less than 100	700
	less than 100	30
Weights	Avoirdupois	298
	Metric	220
	Apothecary & Troy	192
Liquid Measuring Devices		
	Gasoline pumps	400
	Vehicle tanks	25
Taxi meters		360
Inspection of pre-packaged food items		6,000
Sealing fees		\$15,446

Electrical

Administration

This division consists of the City Electrician, who is responsible for managing all personnel and functions of the department, and one Administrative Secretary, who is charged with maintaining all personnel files, payroll, accounts payable and receivable, answering telephone calls and delivering messages.

The department is responsible for the electrical maintenance of the fire alarm systems and security systems of all public facilities; street lighting and lighting in outdoor areas of municipal property; fire dispatch and the municipal fire alarm system, police call boxes and public emergency alarms; and radio and the telephone communications network for all departments.

Electrical

This division consists of six licensed electricians, responsible for maintaining and installation of electrical equipment and devices for municipal owned property.

During FY93 this division: installed new lighting, in conjunction with park renovations at Clarendon Park, Old Morse Park, Hastings Square Park, Market Street Park and Columbia Park; installed wiring for the expansion of the city's computer system for the Police, Human Services, Public Works, Election Commission, and various departments at city hall; installed wiring and lighting for renovations at the Department of Public Works; and installed computer and a telephone cable network for the new office facility at Neville Manor.

The electricians respond to 1500 calls per year for maintenance of electrical equipment.

Signal Maintenance

The three Signal Maintainers and one supervisor are responsible for maintaining the municipal fire alarm system, for public and private use throughout the city.

The fire alarm system is tested regularly to insure reliability of the 20 circuits and 545 master boxes associated with the system.

The signal maintainers also install and maintain public police alarms in various outdoor recreation facilities throughout the City. These alarms are activated by any person needing a Police response during an emergency. The Police respond to the pre-determined location, from where the activation occurred.

During FY93 this division responded to 3000 calls for disconnects and re-connects, to allow for maintenance and testing of fire alarm systems in private buildings, replaced approximately 10,000 feet of cable that was deteriorated, and installed cable to 15 new locations for private buildings.

Fire Alarm Operators:

There are twelve Fire Alarm Operator positions and

one Chief Operator that supervises the operation.

The Fire Alarm Operators primary responsibility is to receive and re-transmit emergency calls for fire and medical emergencies.

Each year all operators receive training in CPR, medical triage, and pre-arrival medical instruction, to assist the victim while emergency units are responding.

During FY93 the Fire Alarm Office received an average of 240 business telephone calls per day, and dispatched a total of 13,352 calls for fire and medical incidents.

Radio

One electrician is assigned to install mobile radio equipment, fixed base station and control equipment, and install emergency warning light systems for vehicles sirens, and mobile radar installations.

Street Lighting

The street lighting conversion, from mercury vapor to sodium lighting, is continuing with the conversion presently being done in Neighborhoods 10 and 13, to finalize the conversion this year.

The Department is continuing to make improvements in street lighting in problem areas throughout various neighborhoods particularly where public safety is a concern, and is responding to the needs identified by neighborhood crime watch groups in regards to increased lighting levels.

Emergency Management

The Cambridge Emergency Management Department is the primary agency in Cambridge to plan for natural and unnatural disasters and coordinate the response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). These agencies work closely with the Cambridge Emergency Management Department in preparing governmental responses to natural and unnatural disasters.

Cambridge is home to a number of companies and institutions that present a wide variety of hazards. There are 47 entities in Cambridge licensed to possess and use radionuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also 29 laboratories licensed to perform biogenetic work using Recombinant DNA. It is not certain how many companies and institutions maintain stocks of hazardous chemicals, but, based on data from the US Environmental Protection Agency and the Massachusetts Department of Environmental Protection it appears that about two to three hundred locations in Cambridge could present such risks.

These hazards, although small in scale, are uniquely diverse and present a real challenge for public managers. Intensive emergency management planning is needed to

ensure that the citizens of Cambridge are protected against these hazards. In November 1986, the federal government enacted the Superfund Amendment and Reauthorization Act (SARA). Title III of SARA requires that state and local governments establish Emergency Planning Committees to draft contingency plans for hazardous material incidents. SARA also requires that firms using hazardous chemicals file inventories of such materials with the City and file material safety data sheets of all materials contained in the inventory.

The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking the Emergency Management Department, Fire Department, and Health Department. This computer system was financed in part with Federal Emergency Management Agency funds, and contains a database of the SARA inventories and material safety data sheets. This software is a geographic database which locates hazards and resources on a computer map.

Plume trajectory modeling is also performed using the ALOHA algorithm contained within the CAMEO hazardous material database program. Consequence modeling is also performed using ARCHIE, a software package provided by FEMA.

The Emergency Management Department prepares contingency plans for natural disasters such as hurricanes, tornadoes and blizzards and their consequences such as power failures or other utility failures. The Department works closely with voluntary agencies such as the American Red Cross to ensure that residents affected by fires, urban flooding or other localized disasters receive the assistance they need. In December of 1992, a serious winter storm visited Cambridge, causing considerable damage. The Emergency Management Department was the lead agency in obtaining reimbursement from the Federal Emergency Management Agency and the Massachusetts Emergency Management Agency. It is anticipated that FEMA reimbursement of approximately \$35,000 (75% of the City's expenditures) will be received during FY93.

The Department also works closely with the South Middlesex Hospital Association in planning for mass casualty incidents and coordinates an annual mass casualty disaster drill in cooperation with the South Middlesex Hospital Association.

During FY93, the Director and Deputy Director of the Cambridge Emergency Management Department continued assisting the MEMA Region I staff in training exercises for the hazards presented by Seabrook Station, by serving as Community Coordinator and Assistant Community Coordinator at the MEMA Region I Operations Center. This assists the MEMA staff, provides extensive training for the Cambridge Emergency Management Department participants in the functioning of MEMA during a major emergency and facilitates cooperation with MEMA.

The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators have continued to train and participate in regional and statewide drills. The radio amateur volunteers are now utilizing "packet radio" which enables the linking of the computer to the radios to transmit text in rapid bursts. They also are using HF and 6m. amateur radio to provide an emergency link to state agencies which would be available in the event of a telecommunications failure.



New lighting plant unit of the Cambridge Auxiliary Fire Department purchased in August of 1992. The lighting plant was a pumper and has been converted to a lighting plant with the installation of a 15,000 watt diesel generator.

During FY93, the Cambridge Auxiliary Fire Department (CAFD) maintained its membership and is closer to reaching its affirmative action goals. During FY93 the old CAFD Lighting Plant truck suffered engine failure that could not be repaired. A used American-LaFrance pumper was purchased from the Town of Stoneham early in FY93. During the year, the vehicle was converted for use as a lighting plant and equipped with a new 15,000 Watt electrical generator. It should be in full service in early FY94.

Public Works

Administration

The Administration Division is responsible for insuring that the Public Works Department functions as a cohesive unit. Major responsibilities of this Division include policy development, personnel and fiscal administration, budgeting, responding to needs of the residents of Cambridge, public relations and information systems management.

During FY93, the Administration Division once again concentrated its efforts on achieving a number of prioritized goals and objectives. Some of the major goals which were achieved included the following: The development of a performance recognition awards program (Pride-in-Performance) for DPW employees. This included two separate programs: first, the Ruth and Carl Barron Family Achievement Awards Program. This award is given to

outstanding DPW employees who are chosen from a list of nominations submitted each quarter. And second, is the annual Commissioners' Award for Outstanding Performance which was presented at the end of the fiscal year. Four DPW employees were presented with this award for their outstanding achievements during FY93.

During FY93, the total tonnage of curbside recyclables collected increased from 5,164 tons in FY92 to 7,437 tons. This amounted to a 44% increase which was well above the 30% objective. A revised request for service procedure was implemented which will improve the response to the residents of Cambridge when they request service from the DPW. Another important goal achieved in FY93 was the complete restoration of the Cambridge Cemetery garage which had been partially damaged by fire. Other goals accomplished in FY93 included the completion of the Area IV Teen Center with an opening day ceremony conducted on Saturday, June 26, 1993. Also, a Performance Appraisal System for all managers was implemented with all DPW managers developing priority objectives and having both mid-year and annual reviews. And finally, a recognition program for DPW employees who reach a significant anniversary date or who retire was developed and implemented. These are just a few of the many goals and objectives which were accomplished by DPW personnel during FY93.

During FY93, DPW administrative personnel continued to set prioritized goals and objectives related to attendance and overtime usage. In FY91, sick leave had averaged 14.89 sick days per employee. This included all time taken due to illness with the exception of those employees on workers' compensation. For FY92, this average went down to 9.74 sick days per employee. For FY93, the average was up slightly to 10.78 sick days per employee. The goal average of 7.5 sick days per employee was not obtained but will again be targeted for FY94.

Another goal which was a priority for the DPW Administration was the reduction in overtime expenditures from \$405,855 in FY92 to \$344,997 for FY93. This would have amounted to a 15% reduction. In fact, overall overtime expenditures came in at \$403,342, which was only a slight drop from the previous fiscal year. However, when taking into account a threefold increase in the amount of snow overtime for FY93 (an increase of \$84,253 from FY92 to FY93) due to the severity of the recent winter, non-snow related overtime expenditures did in fact drop significantly. The DPW and the City of Cambridge will always be responsive to the citizenry of Cambridge when it comes to snow operations.

The Business Services Division, which works closely with the Administration, continues to provide Public Works with essential services, such as purchasing of all goods and services, bill payment, contract administration, operating and capital budgeting, personnel and payroll record keeping. During FY93, this Division wrote all purchase orders, tracked all purchases and payments, was responsible for the updating of all employee time and attendance records, and provided numerous management reports to DPW supervisory personnel.

During FY93, the enforcement unit of the DPW Administration was once again carefully patrolling the streets in an effort to enforce the City of Cambridge Ordinances on rubbish, snow, appliances and barriers. The enforcement program will continue in an effort to keep the

City of Cambridge safe and clean.

ENGINEERING DIVISION

During FY93, the Engineering Division continued to provide engineering support services for Public Works and other City Departments. Research assistance was provided for the public on street layouts, sewer lines and storm drains, field surveys, bench marks, street history, flood zones, and other infrastructure related questions.

A major focus of the Division is the planning, bidding, and construction management of numerous street maintenance work contracts. Roadway and sidewalk construction entailing a variety of treatments and totalling upwards of one million dollars took place on Agassiz, Bay, Brattle, Channing Place, Clifton, Elm, Fern, Foch, Gladstone, Green, Howard, Highland, Holworthy, Humboldt, Middlesex, Newman, Orchard, Norfolk, Plympton, Prescott, Raymond, Rockwell, Sellers, Sheridan, Sherman, Sixth, Suffolk, Tremont, Walnut, Washington, and Worcester Streets.

The Engineering Division also assisted other Public Works Divisions in bidding and contract management of their projects. Included were the annual tree planting contract, the first Street Preservation Offset Fee (SPOF) contract funded by a surcharge on utility excavation, and work on Phase VI of the City's sewer separation project.

During FY93, the Division continued to upgrade the personal computer technical software in order to enhance the speed and accuracy of drafting capacity. In addition coordination continued with the consultant developing the City's computerized Pavement Management System to be implemented in FY94. The Division is also actively participating in the planning and development of a Geographic Information System (GIS) for the City.

A significant event for the Division in FY93 was the hiring of a City Engineer, a position which had been vacant for four years. The new City Engineer will focus the Engineering Division's efforts in the coming year to more efficiently and effectively provide engineering support services for the City of Cambridge.

CONSTRUCTION DIVISION

The Construction Division is a multi-faceted operation that provides a wide range of services to the citizens of Cambridge: sidewalk and street repairs, resetting of granite curbing, installation of new curb cuts, responding to pothole defects and the constant servicing of support requests that are generated from other City Departments.

The SPOF (Street Preservation Offset Fee) paid by utility companies for the sections of streets they work on during the year was put into full use in FY93. The monies collected for this program went to resurfacing the following 12 streets: Agassiz, Humboldt, Shea Road, Concord Avenue, Brattle Square, Whittermore Avenue, Callendar, Magee, Fairmont, River, Dodge, and Madison Streets. The SPOF also paid for the resurfacing of the main entrance and several roads at the Cambridge Cemetery - using a total of 800 tons of asphalt.

During FY93, The DPW INFRA-RED program was also a great success. Portions of the roadway in need of

repair were heated, loosened, and reconstructed. Over 52,000 square feet of road were restored in this manner during FY93.

During FY93, contracts amounting to over \$150,000 were issued for Utility Trench repair. There were 600 trenches permanently repaired throughout the City.

The Construction Division of the DPW issued 1,859 permits for FY93; 1,100 for street obstruction, 284 for excavation, 350 for the Gas Company, and 125 for other utility companies.

The Construction Division completed 53 curb cuts and driveways requested by City Council Order and used 1,200 tons of asphalt and 525 cubic yards of concrete for over 2,100 other requests related to repairs on streets, sidewalks, public parks, lots and recreation areas.



DPW workers laying a new brick sidewalk on Plympton Street

In FY93, the emphasis in the Construction Division was on brick and concrete to repair the City of Cambridge sidewalks. Over 102,000 bricks were replaced throughout the City along with 525 cubic yards of concrete.

In FY93, the Construction Division once again worked closely with the Cambridge Water Department in repairing over 150 street openings for water line repairs.

The demolition of parks prior to reconstruction, such as Hoyt Field, is an additional function of the Construction Division in their continuing policy of lending services to other City Departments and DPW Divisions.

Finally, the Construction Division made asphalt repairs on all newly constructed sidewalks throughout the City in FY93.

STREET CLEANING

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through November. During FY93, two contract sweepers were again used to clean both residential streets and major City squares. Approximately 800 curb miles were cleaned per month while over 5,000 tons of refuse was picked up. The contract sweepers added another mile per day of street cleaning during FY93.

This street cleaning effort is augmented by the Division's own workforce which consists of twenty full-time employees, an increase of four employees over FY92. The DPW has made a commitment to keep the City streets and squares as clean as possible with the available resources. There are three street-cleaning crews which are fully equipped with several pieces of equipment, including several hand-held vacuum cleaners.

During FY93, the Street Cleaning Division continued to replace and add litter baskets along the City's major streets and squares; specifically, 40 new permanent wrought-iron barrels were added along Massachusetts Avenue from Central to Harvard Squares. These new permanent heavy-duty all iron litter baskets will be bolted to the sidewalk so that they will be more secure and thereby much less prone to falling over and spilling rubbish all over the place.

The Sanitation Division has the responsibility of collecting and disposing of solid waste from dwelling units, commercial establishments and municipal buildings within the City.

During FY93, the City collected and disposed of 26,635 tons of rubbish. This was 4,427 tons or 14.25 percent less rubbish than was collected during FY92. In fact, since FY90 when 40,424 tons of rubbish was collected by City forces, the City has seen a reduction of 34.11 percent in rubbish tonnage collected. The weak economy and the continuing success of the Cambridge Recycling Program have had a combined effect in the dramatic tonnage reduction of refuse collected.

During FY93, the Sanitation Division sent out an average of 10 rubbish packers daily, down from the previous standard of 12 trucks daily. This was due to the aforementioned reduction in daily rubbish tonnage. In addition, the rubbish routes have been restructured to make for a more efficient operation.

The Division also continued to improve procedures for the pickup of all white goods (i.e., refrigerators, dishwashers, dryers, and hot water heaters). On the average, the DPW picked up 14 tons of white goods per week.

In an effort to contain expenses the night rubbish packer, which would normally pick up commercial accounts in the Central Square area during the evening, has been eliminated. The trash is now picked up daily during standard working hours.

During FY93, the Sanitation Division collected solid waste from 179 commercial account establishments for a nominal fee based on the amount of trash collected from the premises of each account. The fee for each account was determined through a comprehensive six-week study which tracked the amount of rubbish set out for collection by each account. As a result of the study, and as a means to achieve a break-even point, a charge of \$1.25 per standard size bag or barrel was set. This is one of the lowest charges by either a municipality or private hauler.

During FY93, the City of Cambridge Litter Ordinance continued to be enforced by the DPW's enforcement unit. This ordinance mandates that rubbish should be placed out for collection no earlier than 3:00pm on the day prior to the regular scheduled pickup day. There were 763 warning citations issued and 101 actual fines carried out. In an effort to continue to keep the city clean, 74 warning citations were issued for white good appliances not having the proper DPW sticker for pickup, and 5 warnings were

issues on dumpsters on the street or sidewalk without the proper permit.

RECYCLING DIVISION

The Cambridge Recycling Program continued to expand in FY93. In December of 1992, paper shopping bags were added to the list of materials that Cambridge residents could recycle at the curb.

The recycling staff worked with owners and managers of buildings with 13 or more units that received City trash collection to increase the number of housing units in these buildings receiving recycling service from 1,692 to 6,609. The staff also negotiated an agreement with the City's recyclables hauler to provide recycling service to 4,500 housing units in the City that do not receive City trash collection beginning July 15, 1993.

During FY93, Cambridge residents participating in the curbside and multi-family dwelling recycling programs recycled 7,437.65 tons of newspapers, magazines, paper bags, metals, glass and plastic containers and leaves and yard waste. This tonnage is 44.19% more than was collected in FY92 and represents 22.43% of the trash stream collected by the Department of Public Works. Recyclables collected from City office buildings and the Recycling Drop-off Center bring total percentage diverted from the trash stream collected by the DPW to 22.60%.

A "Guide to Commercial Recycling" was mailed to approximately 4,000 businesses in early FY93. In response to the City's recycling requirement, 1,632 recycling plans were submitted to the Department of Public Works by Cambridge businesses. All plans received were reviewed and issued a response. Because some of the recycling plans submitted by landlords included their tenants, approximately 2,500 businesses out of 4,000 in the City are considered to be in compliance with the mandatory recycling Ordinance.

Recycling staff also planned and carried out an award ceremony for the Cambridge Advisory Committee on Environmentally Desirable Practices that recognized 22 Cambridge businesses for excellence in recycling and waste reduction.

In FY93, the Recycling Division increased the number of City office buildings with white office paper recycling programs to 31 out of 55 total buildings, and the number with newspaper/container recycling to 29 out of 55. Colored office paper recycling was implemented in the Tobin and King Elementary Schools. Twenty eight and one half tons of white office paper and 0.6 tons of colored paper were recovered from City buildings in FY93. The City received revenues of \$759.00 from the sale of the white office paper. In addition, cardboard recycling was implemented at Neville Manor and 13 tons were collected in FY93. Planning was completed for a polystyrene recycling program in the schools, with implementation to occur in the fall of 1993.

Recycling staff researched and prepared a recycled product procurement policy for the city government in conjunction with the Purchasing Department, the City Manager's office and the Cambridge Environmental Program. The policy calls for recycled paper products to be purchased starting in July, 1993, recycled plastic products starting in January 1994 and recycled construction

products starting in July, 1994. The recycling staff also produced guides to purchasing and using recycled products, which were distributed to the City's purchasing officials and Department heads. The recycled products procurement program was introduced to all department heads at a meeting in June, 1993.

Volunteers and recycling staff produced two recycling newsletters in FY93 that were mailed to all Cambridge households and owners of Cambridge residential buildings who live outside the City. Each newsletter went to approximately 50,000 households.

The Cambridge Recycling Drop-off Center located in the Public Works Yard maintained four day per week operation to serve residents living in buildings with 13 or more units that do not yet have in-house programs. The Drop-off Center accepted newspapers, magazines, paper bags, metal, glass and plastic containers from these residents. The Drop-off center also continued to accept corrugated cardboard and white and colored office-type paper from residents City-wide. Ten tons of cardboard, 4 tons of white office paper and 1 ton of colored paper were recycled at the Drop-off Center in FY93. Of the 15 tons of cardboard and office paper, approximately 11 tons were diverted from the trash stream collected by the DPW.

During winter 1992, the Drop-off Center accepted 20 tons of old phone books from Cambridge residents and businesses in a program co-sponsored by the City and the Chamber of Commerce. In March of 1993, the Recycling Drop-off Center began accepting household batteries from the residents and opened a free book exchange where residents could leave or take books.

The Recycling Program publicized separate Christmas tree pick up which was carried out for two weeks in January 1992 by the DPW Parks and Urban Forestry Divisions. The Christmas trees were mulched and sent to Miles River Co. in Ipswich, Ma., which reuses the material. Christmas tree mulch was made available at the Recycling Drop-off Center during the month of January.

The recycling staff carried out two activities that promoted waste reduction in FY93. Plastic travel mugs were purchased and distributed to each DPW staff member with a memorandum requesting that employees use the cup in lieu of paper or styrofoam cups. The staff also worked with a group of volunteers to hold a weekend backyard composting promotion and sales event on the Cambridge Common in June, 1993 in which 120 pre-fabricated backyard composting units were sold.

DPW staff planned and carried out a curbside recycling contest in November and December of 1992 in which randomly chosen curbside households were monitored. Ten households found to be recycling correctly were recognized at a ceremony planned and carried out by the recycling staff in February of 1993.

Finally, the waste oil collection tank in the Public Works Yard continued to be utilized by Cambridge residents with approximately 3,024 gallons of oil collected in FY93, up from 1,927 in FY92.

PARKS AND BUILDING OPERATIONS DIVISION

The Parks Division maintains 111 parks, tot lots, playgrounds and islands throughout the City of Cambridge. Major responsibilities of this Division include litter pickup

within open spaces, grass cutting, irrigation maintenance, marking of fields, and the demolition of ball fields and playgrounds throughout the City. During the winter months, personnel from this Division are involved in snow removal from sidewalks at all parks, schools, intersections, parking lots and crosswalks. This Division is also responsible for overseeing 22 of the largest and most heavily used parks. The City parks are contracted out for major landscaping and maintenance from April to November each year.

For FY93, the Parks Division installed a backstop at Glacken Field; performed full landscaping at Tobin and Donnelly Fields; completed fence work at the Cambridge Cemetery, Comeau Field, Public Works yard, Larch Road Tot Lot, Lindstrom Field, Harvard Street, Raymond Park, and Russell Field. The Division completed extensive repairs with respect to upgrading irrigation systems at Linear Park and Russell Field. The Division also planted annuals on flower beds at islands throughout the City. The Division also painted the Cambridge Tunnel at Harvard Square and various playground equipment throughout the City.

The Parks Division was also able to purchase some new equipment such as blowers, lawnmowers, weedwhackers, generators, aerators, along with power rakes and portable air compressors. These new purchases enabled the Parks Division to install 7,000 feet of landscape fabric and 300 cubic yards of hemlock mulch at City planting beds and tree wells throughout the City in order to prevent weeding.

The Building Operations Component of this Division is responsible for supplying custodial services to 11 City-owned buildings (including the Public Works Complex, Cambridge City Hall and City Hall Annex) under supervision of a highway foreperson and two working forepersons. The Building Operations component has a vast array of equipment, including vacuum cleaners, bagging machines, and cleaning supplies. This unit also operates a 3:00 p.m. - 11:00 p.m. shift at several City-owned buildings.

URBAN FORESTRY DIVISION

During FY93, the Urban Forestry Division once again remained very busy. The Division saw the creation of an additional forestry work crew. The second Urban Forestry work crew will be responsible for the completion of street tree pruning. The objective will be to place all our City trees on a 5-7 year pruning cycle.

During the winter months employees in this Division completed the Concord Avenue project removing damaged trees overhanging the avenue. This project helped enhanced the growth of smaller sapling trees to become a healthier stand of trees.

The Committee on Public Planting had another successful year providing trees for the City of Cambridge. The Committee planted 75 trees through the Client Street Tree Purchase Program. The Committee will complete the "plant-scape of the future" on the Cambridge Common. The plan, which is expected to be completed in the fall of 1993, will be followed by the planting of new trees.

The Urban Forestry employees pruned an excess of 4,300 public shade trees during FY93 and removed 87 dead trees. The Division planted 410 new trees throughout

the City. In addition, the Forestry crews removed all remaining tree stumps throughout the City.



Urban Forestry worker removing pieces of hazardous tree at Donnelly Field

Arbor Day was celebrated at the historic Cambridge Common. Students from the Peabody School attended. The students participated in the planting of a beautiful specimen Cut Leaf Beech Tree. A demonstration of tree pruning was presented by the Urban Forestry crews. Activities included rope climbing and the use of the aerial lift. Different tools were displayed for the students to identify.

CEMETERY DIVISION

The Cambridge Cemetery Division continued to improve its operations during FY93. This Division is responsible for graveside preparation, burial services, and effective grounds and building maintenance programs within the Cambridge Cemetery's 66-acre site located at 76 Coolidge Avenue.

During the fiscal year commencing July 1, 1992 through June 30, 1993, revenue received in this Division amounted to \$325,935. This amount does not include interest earned from the Perpetual Care fund. The Perpetual Care fund amounts to \$1,313,599. The Cambridge Cemetery sold 144 lots and graves in FY93 and had a total of 458 interments. The total number of interments now stands at 87,495.

A telephone equipped with an emergency 911 capability was installed to improve security at the Cemetery during off hours. The Cemetery now has access to a facsimile machine which greatly enhances communication between the Cemetery, funeral directors, and other Departments throughout the City.

The sale of graves in the Old River Avenue section is coming to an end. In the early part of FY94, a newly developed area (Ranges 264-279) will be used to accommodate approximately 1,500 grave sites for future use.

The Cemetery rebuilt the garage maintenance facility which had been destroyed by a fire in May of 1992. A new stockade fence was also erected around the facility, giving this area a greatly improved appearance.



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THE CHILDREN'S DAYCARE CENTER. A nurturing and playful space for 60 young children ages birth to five.



KITCHEN/
ARTS & CRAFTS ROOM
A snack before
afternoon activities begin.



THE GAME ROOM
A challenging game of pool,
ping pong or fuss ball and
a reminder of the rules.

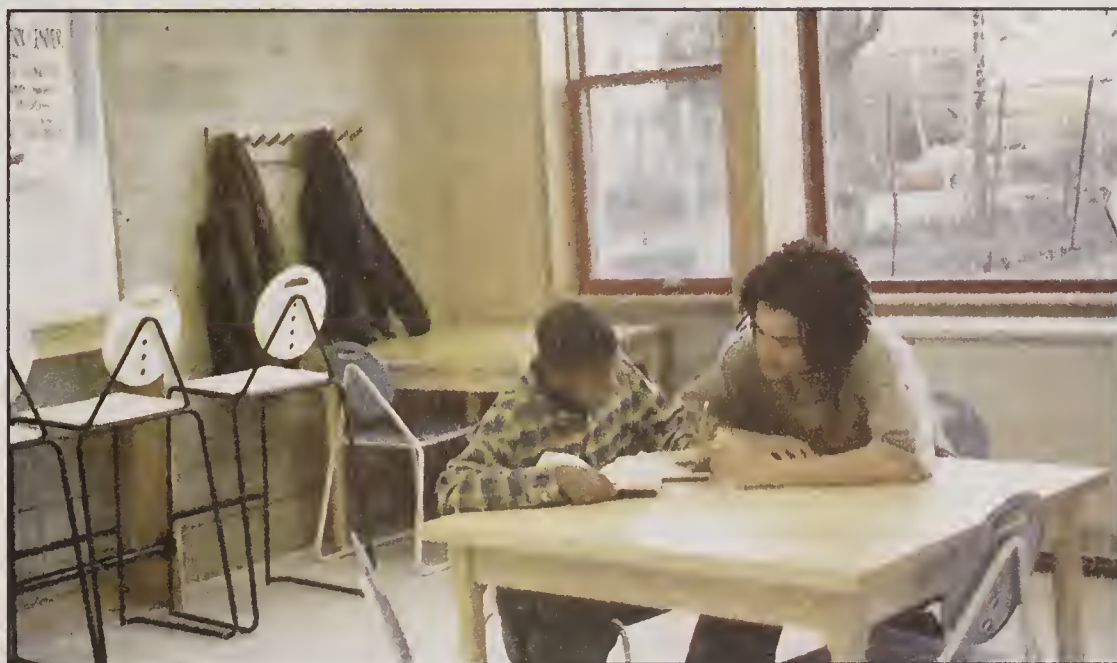
IV CENTER ridge ussetts



GYMNASIUM. State of the art space to practice your shot or put on a performance.



MEETING ROOM
A Drama class in one section of this flexible space; a meeting behind the folding partition.



ACADEMIC/
RESOURCE ROOM
Tutoring and homework help are an integral part of daily activities.



New Cemetery garage - rebuilt after a fire destroyed the old garage.

The monument repair contract was awarded again this year. This program helps immensely with the overall appearance of the Cemetery. Trees and bushes are being planted and extensive pruning is being done which contributes to the aesthetics of the Cemetery.



Cemetery Chapel after being refurbished.

The regular work of the Cemetery is still carried out. This entails grass cutting and trimming, removal of unsightly shrubs, and the general clean-up of the grounds.

The computerization of all interment records has been continuing as well as the cataloguing of all lots, monuments and artifacts onto videotape.

PUBLIC BUILDING DIVISION

Major building projects within the Public Works Department are administered in terms of designer selection, design and bidding by the City Architect, and in terms of construction, by the Engineering Division.

During FY93, designer selection processes were

initiated for projects at the Gold Star Pool and the War Memorial Building and projects at the Tobin School and the original Rindge Tech (CRLS) buildings. The City Architect also participated in the selection process for the Cambridge Hospital project. Other activities in the design field included the Senior Center project in Central Square and the O'Neil Golf Course Clubhouse. Cambridge City Hall was scheduled for a major project which had to be postponed and restudied. A major study of the building needs of the Police Department places the City in position to deal effectively with that issue at the appropriate time.

In terms of construction, the Golf Course Maintenance Building became ready for occupancy, and the Area 4 Youth Center was virtually completed and will be occupied shortly. This last undertaking is particularly noteworthy in that it involves the collaboration of the Department of Human Service Programs and the Cambridge Hospital as occupants, as well as the Senior Center Project mentioned previously.

BUILDING MAINTENANCE

The Building Maintenance Division is responsible for building maintenance services within the Cambridge City buildings. This Division is responsible for services, such as carpentry, painting, plumbing, lock installation, and repair. There is also a sign shop where signs are designed and constructed for public announcements, street postings, commemorative plaques, and monuments. In addition, this Division provides service for parades, public functions and public celebrations, and responds to the need for temporary street signing for emergency snow plowing, street sweeping, public events and parades.

During FY93, the Building Maintenance Division completed several big paint jobs. One of these was in the Community Development facilities. Another was at the Cambridge Fire Headquarters. At both places, the employees painted ceilings and walls. They also painted woodwork in kitchens, pantries, lounges and locker rooms.

The old Parks and Forestry headquarters building at 284 Broadway was stripped of all walls and partitions. Repairs were made to floors and glass windows so that the building could be transferred to a new owner.

During FY93, the Building Maintenance Division tackled another major project of remodeling the main Public Works office building. This job consisted of painting, finishing new walls, doors and woodwork. The employees of this Division made and installed new counters, cabinets and shelves as well as re-keyed all new locks to the original system. The renovation included remodeling of the floor in the communications room, and re-building of the console and counter space to accept the new system.

The employees installed floor tiles on the entire second floor hallway at the Police Headquarters. At the Environmental Program in City Hall Annex, new offices were built with drywall and plexiglass partitions, along with making and installing shelves and bulletin boards.

At the Golf Course, the employees built a pitched roof on the cinder block pump house and vented the clubhouse boiler room.

The plumbers assigned to the Building Maintenance Division assisted in the conversion of the boiler system from oil to gas at Cambridge City Hall. They also installed

backflow preventive devices in the major public buildings bringing the City into compliance with State code. Twenty-four low water usage closets were installed in various buildings, including City Hall Annex, the Coffin Building and Gately Center.

In addition, the plumbers rebuilt the chamber in the boiler to get the system up and running at the Gately Center.

The sign shop was busy all year making various signs for City-related events. Many of these signs were posted on the City Hall lawn. In addition, the sign shop made many signs for the Recycling Division, Police Department, the Library, DPW Performance Recognition Awards Program and a beautiful sign for Cambridge City Hall announcing "Peace On Earth."

The pedestal crew spent the year putting out traffic permit signs, making mail runs, and taking care of emergency situations.

VEHICLE MAINTENANCE

The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair, and emergency services for 300 City-owned vehicles and pieces of equipment, including cars, pickup trucks, heavy equipment trucks, rubbish packers, and construction equipment, such as payloaders and backhoes. This Division also develops written specifications for the purchase of new cars, trucks and heavy equipment.

During FY93, the Vehicle Maintenance Division accepted 5,038 separate jobs. This was up significantly from the 4,456 jobs reported for FY92. In addition, preventative maintenance jobs increased from 469 to 750 between FY92 and FY93. Both the increased number of repairs and preventative maintenance work can be largely attributed to a second shift which was introduced at the beginning of FY93. The 3:00pm to 11:00pm shift proved beneficial in the reduction of work orders, including scheduled preventative maintenance work.

Continued improvements were made to the vehicle circle checklist procedure (a morning checklist of all major parts of those vehicles which are scheduled to be in operation that day) so that problems are determined early enough to prevent costly repairs. In addition, the Division continued to paint and repair vehicles as needed to further improve the condition and operational life of the fleet.

New equipment purchased during FY93 amounted to \$213,751. The most notable equipment purchased included a Chevrolet Crew Cab with a plow, two 3-yard Dump Trucks with plows, a John Deere Payloader, a Chevrolet S-10 Pickup, and an International Harvester Dump and Crane Truck combination.

OFF HOURS

The Off-Hour Services Division, consisting of 11 employees working different shifts, provides the DPW with a 24-hour, seven days per week response to any situation or emergency. During FY93, this Division responded to initial after-hours sewer complaints, fallen trees and tree limbs, litter pickup, building surveillance and, in conjunction with the Police and Fire Departments, the clean-up of

accidents. The importance of this Division is highlighted by the ability of the staff to respond rapidly to City-wide emergencies.

During FY93, Cambridge, as well as the rest of New England, experienced several severe winter storms. The Off-Hour Services Division, in addition to coordinating radio contact between DPW personnel throughout the evening hours, responded promptly to calls from residents concerning storm-related inquiries.

SEWER DIVISION

The Sewer Division consists of ten employees most of whom are on call 24 hours, seven days a week. During FY93, the Sewer Division responded to 654 emergency sewer-related calls. These emergencies included blocked catchbasins, failed pump stations, bad odors, and noisy or cracked utility covers. In addition, as part of the sewer preventative maintenance program, there were 1,120 sewers which were checked and serviced as needed during FY93. Also, in FY93 the maintenance crews cleaned 3,000 catchbasins, installed 16 Boston traps, repaired 9 sewers, 130 catchbasins and 8 manholes.

During FY93, the sewer separation program at Warren and Harding Street areas was initiated. This location is expected to be completed and inspected by the fall of 1993.

For the fourth fiscal year in a row, the Sewer Division continued to measure the combined sewer overflow discharge into the Alewife Brook and Charles River through the combined sewer overflow (CSO) computerized monitoring program. The outfall monitoring system for FY93 recorded 28 separate events at 10 outfalls for a total of 1,404,003 gallons of discharge. This was divided as follows: 23 events totaling 825,013 gallons of discharge flowed into Alewife Brook while 5 events totaling 578,990 gallons of discharge flowed into the Charles River. The number of events and total gallons of discharge remains far below what was projected originally by the Massachusetts Water Authority's (MWRA) computerized CSO model for the City of Cambridge.

There were two engineering students assigned to the Sewer Division during FY93. These students were added to help with the inspection of field work and to assist the full-time Sewer Engineer with the in-house design of future projects.

Community Development

The goal of the Community Development Department is to enhance the overall living environment and the quality of life for Cambridge's highly diverse population. This is accomplished by planning and managing physical change as effectively and competently as possible and by encouraging economic growth to strengthen the city's job and tax base and produce new employment opportunities. The Department utilizes its resources to achieve this goal through preserving and developing affordable housing, strengthening the vitality of commercial and business districts, renovating neighborhood parks and playgrounds, enhancing the character of each of the city's thirteen neighborhoods

and managing growth for the best long-term interests of the city.

To assist in achieving this mission, in 1993, the Department, working with the Planning Board, completed a two year planning process to articulate a vision and planning policies for the future of our city. The Growth Policy Initiative involved discussions with the City Council, residents and the business community around many of the planning issues that face Cambridge today and in the years ahead. The discussions resulted in the publication of a draft Growth Policy document for the city. The document, currently under review by the City Council, outlines seventy policies in the areas of housing, land use, transportation, economic development, urban design and parks and open space, to guide future planning decisions. It will be used as a guide by the Planning Board, the Department and other city agencies in making land use and planning decisions. The Community Development Department was recently awarded the 1993 New England Chapter of the American Planning Association's Comprehensive Planning Award for the Growth Policy Initiative.

In FY93, programs in the Community Development Department were implemented by a 40 member staff who administered in excess of \$25 million in Federal and State funded projects including the \$3.1 million Community Development Block Grant Program. Staff also coordinated more than \$1.2 million of City funded capital improvement projects.

The Community Development staff performs its work as part of a public process in which a broad spectrum of interests and viewpoints are represented including those of the City Council, the Planning Board, citizens and community groups, non-profits, developers, the business community and other government agencies. The Department's 1993 agenda was very full and varied reflecting a strong commitment to the City's housing, neighborhood planning, open space, zoning, transportation and economic development and employment programs.

HOUSING

The Community Development's Housing component continues to plan and support a variety of programs to realize the City's strong and on-going commitment to the preservation and creation of affordable housing. The allocation of a significant portion of CDBG dollars has provided a solid base of support for a number of ongoing housing programs directed primarily to Cambridge residents with low and moderate incomes.

The Housing component has three primary areas of focus: 1) Housing Planning and Program Development; 2) Housing Development; and 3) Housing Preservation. Housing planning and program development activities include designing programs and policies which help improve access as well as identifying resources for the expansion of affordable housing opportunities. Housing development activities include determining project feasibility, giving technical assistance to potential project sponsors and providing gap financing to projects which serve lower income households and provide long-term affordability. Housing preservation activities range from the Home Improvement Program (HIP) which provides assistance to low and moderate income homeowners to multi-family

rehab programs provided through the NAHS Program.

FY93 housing activities/accomplishments include the following:

- Received HUD approval of Cambridge's second Comprehensive Housing Affordability Strategy (CHAS), enabling the City to receive \$754,000 in Federal FY93 HOME funds for a total of \$1.9 million in HOME funding.
- Provided oversight of thirteen affordable housing developments comprising 264 units, supported by Affordable Housing Trust monies.
- Rehabilitated 54 rent-controlled units through the Cambridge Neighborhood Apartment Housing Services Program, the Small Property Owner's Loan Program and the Rental Rehab Program.
- Financed the rehabilitation of ninety units located in low and moderate income, owner-occupied buildings.
- Received a \$2 million Federal Shelter Plus Care Grant to assist in the provision of 30 SROs for homeless individuals with AIDS/HIV infection or mental illness.
- Hired and supervised a fair housing planner to promote equal opportunity in housing via a \$40,000 grant received through Cambridge's Community Housing Resource Board (CCHRB).
- Implemented a strategy to preserve the long-term affordability of expiring use properties consisting of almost 2,000 units in Cambridge including convening a task force, securing a grant to assist the task force, assigning a housing planner to provide oversight and contracting to hire an organizer to develop resident capacity.

NEIGHBORHOOD PLANNING

The Department's Neighborhood Planning component is involved in numerous planning projects in the city's neighborhoods. In 1993, staff continued the Neighborhood Planning Studies program, completing two new studies, one in Area 4, the other in Wellington-Harrington, and worked to implement the recommendations of studies completed in previous years.

The object of the neighborhood studies is to identify major planning problems and concerns through a joint CDD and community study committee and formulate recommendations for their solution. The studies address issues such as traffic and parking, housing affordability and homeownership, neighborhood commercial areas and employment, park maintenance and rezoning of areas now inappropriately zoned.

In addition, neighborhood planners continued to work with the Stabilization Committees in East and North Cambridge and with individual neighborhoods as needed. Staff provide technical assistance to neighborhood organizations throughout the city and advise other Community Development staff on structuring and implementing public participation processes. Neighborhood Planning staff also

played an important role in organizing and facilitating a series of workshops held as part of the Growth Policy planning process.

In FY93, the Neighborhood Planning staff:

- Completed the Neighborhood 4 and Wellington-Harrington Neighborhood Studies.
- Completed demographic surveys and began data collection for studies in Mid-Cambridge and Cambridgeport.
- Played an active role in the Alewife Master Planning process, a major recommendation of the North Cambridge Neighborhood Study.
- Assisted in coordinating public review of a proposal to expand the Stop and Shop on Memorial Drive.
- Successfully completed the final year of the East Cambridge Stabilization Program.
- Helped coordinate the community participation process for the Hoyt Field Renovation and managed the public planning process for a new public open space in Cambridgeport.
- Continued to work with citywide and multi-neighborhood planning groups including the Harvard-Neighborhood Joint Consultation Group, the Committee on University-Community relations, the Bicycle Committee and the Sustainable Cambridge Coalition.

PLANNING AND DESIGN SERVICES

The Planning and Design Services staff provides technical services in areas of land use planning, zoning, urban design, transportation planning and management, open space planning, landscape design, construction management, data management and graphic design. In addition, to managing projects in each of these areas, this staff has continued to work successfully as an "in-house" consultant team to the Department's other planning components.

FY93 activities/accomplishments include:

- Active participation in all aspects of the Growth Policy process with major responsibilities for document drafting and design.
- Coordination of the design review process for the Brookline Street housing.
- Provision of technical and administrative assistance to the Mayor's Commission on Central Square and for the Mayor's Forums on Kendall Square and East Cambridge.
- Liaison with the Metropolitan Area Planning Council (MAPC) and the MBTA on regional planning and transportation activities affecting Cambridge.
- Assistance to the Planning Board and the Environmental Program in developing and conducting a number of

transportation studies required by the Vehicle Trip Reduction Ordinance.

- Managed process to obtain Massachusetts Department of Public Works funding for future capital improvements to Lafayette Square.
- Completed improvements to several parks and playground projects including Market Street Playground, Hastings Square, Clarendon Avenue Park and Columbia and Pine Street Parks.
- Completed design and began construction of the \$1 million Hoyt Field Renovation Project.
- Completed demographic and community opinion surveys for Neighborhood Studies in Mid-Cambridge and Strawberry Hill.
- Assisted with monitoring of industrial and R & D sites in the Cambridgeport Light Manufacturing Zone.
- Designed and published the draft Growth Policy document and the Affordable Housing Trust brochure.

ECONOMIC AND EMPLOYMENT PLANNING

This component is responsible for a wide range of planning and development activities designed to: broaden the City's tax base and ensure a strong local economy over the long-term; retain existing businesses and attract growth industries to Cambridge; manage physical growth in development districts and commercial corridors for the best long-term interests of the city; and increase employment opportunities and access to Cambridge residents.

Major FY93 accomplishments/activities include:

- Initiated the Cambridge Biomedical Careers Initiative. Fifteen Cambridge residents were accepted into this 12 month training program designed to provide graduates with jobs in biotech and biomedical settings.
- Submitted an application to HUD under the Section 108 Loan Program to provide \$5 million in loans and loan guarantees for the tenant fit out of biotech laboratory space.
- Conducted a feasibility analysis of the need for a conference center for the Mayor's Commission on Cambridge as a Destination.
- Provided individual assistance to firms seeking to relocate or expand in Cambridge. Worked with brokers and MIT to fill vacancies in the Cambridgeport Light Manufacturing Incentive Zone.
- Provided ongoing oversight and assistance to the Cambridge Business Development Center. Highlights of CBDC accomplishments include:
 - providing walk-in/call-in assistance to 125 clients;
 - providing special interest support groups to Cambridge

companies;

- providing technical assistance to support self-employment; and
- maintaining resource materials regarding funding, consulting services and other business development resources.
- Participated in and provided technical assistance to the Mayor's Commission on Central Square.
- Provided technical assistance to minority-owned Cambridge firms to enable them to compete successfully for funds through the state's Urban Initiative Program.
- Provided technical assistance to the Cambridge Industrial Development Finance Authority.
- Networked with entrepreneurs and small business owners in the Chamber of Commerce and the 128 Venture Capital Group in order to provide Cambridge with a higher profile among relocating businesses and existing Cambridge firms.
- Worked with Biogen, one of the City's largest biotech companies to plan long-term expansion at Kendall Square.

Historical Commission

The Cambridge Historical Commission was created by the City Council in 1963 under the Historic Districts Act of the Massachusetts General Laws. The Commission's original mission was to administer the city's Historic Districts; to survey all 13,000 buildings in the city and publish its findings; and to mark historic sites and buildings. The Historical Commission now also engages in community education and technical assistance in preservation and restoration; maintains an archive of local history and photographs; enforces historic preservation ordinances regulating demolition, landmarks, and neighborhood conservation districts; makes grants to low- and moderate-income families for restoration and preservation; and restores historic public open spaces and monuments. The Historical Commission staff also support the activities of the Half Crown and Mid Cambridge Neighborhood Conservation District Commissions.

The department staff routinely review all building permit applications to determine if the properties concerned are under its jurisdiction. In FY93, the staff saw 2,058 permits, 263 of which required further review. The three commissions issued 138 Certificates of Appropriateness for work on protected properties.

The Historical Commission, a ten-member volunteer board appointed by the City Manager, meets monthly to review applications concerning property throughout the city. The Demolition Ordinance requires Historical Commission approval for the demolition of any structure at least fifty years old. In FY93 the Commission reviewed 31 demolition permit applications, with 2 evaluated at public

hearings.

In Historic Districts, no publicly-visible exterior alterations can occur without Historical Commission review. This fiscal year the Commission heard 49 Historic District cases at public hearings. The Commission also has jurisdiction over the exterior appearances of 12 properties designated by the City Council as local landmarks. The staff continues to prepare landmark designation reports for review by the Commission and presentation to the Council. In FY93 landmark designation hearings were held for the Agassiz School and the Shell sign on Memorial Drive.

The Commission also administers two Neighborhood Conservation Districts whose procedures are tailored to meet local needs. The Half Crown NCD, located just west of Harvard Square, was established in 1984. The Mid Cambridge NCD was created in 1985 and includes 2,150 buildings. The district boards heard 31 applications in FY93.

The Commission's preservation easement program allows an owner to voluntarily protect an architecturally or historically significant building. The program encourages private investment in restoration of significant buildings with no corresponding expenditure of public funds. The Commission holds 19 easements on buildings throughout the city.

The Historical Commission dispenses federal Block Grant funds to low- and moderate- income homeowners in the form of preservation and paint grants. The preservation grant program, now in its seventeenth year, has helped nearly 400 owners restore their homes, while the paint program, in its twelfth year, has provided housepainting subsidies to over 210 North Cambridge and Cambridge Highlands homeowners. Seven paint grants and nine preservation grants were awarded in FY93.

Work continues on the revised and expanded edition of Old Cambridge, originally published in 1973 as Volume III of the Survey of Architectural History in Cambridge. Publication is expected in 1994.

In FY93, the Commission collaborated with the Mayor, Cambridge Discovery, Inc. and several community-based groups to continue research for the Cambridge African-American history markers will be installed in FY94, with more planned in the next several years.



Historical Commission restored the Civil War monument on the Cambridge Common.

The Civil War Monument on the Cambridge Common was cleaned and repointed in FY93. In FY94, the Commission will restore the bronze plaques and the statue of Abraham Lincoln, as well as the statue of the Spanish-American War soldier in Arsenal Square.

The Commission staff continued its work in public education about Cambridge history and architecture. Staff members worked with classes at the Peabody, Graham-Parks, and Rindge and Latin Schools. Approximately twenty slide lectures were given to various community groups, and as always, preservation and maintenance advice was dispensed to any Cambridge property owners who inquired.

Conservation Commission

The Conservation Commission protects and enhances the City's natural resources through regulatory review, planning, advocacy and education. In pursuing these goals, the Commission undertakes a wide array of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing and permitting projects proposed in or near Cambridge's wetlands and floodplains. The Commission works toward protection of Cambridge's water resources through review of Environmental Impact Reports and other environmental documentation and permit applications for projects proposed in Cambridge. The Commission also advises other City departments on natural resources issues, works with regional, state and federal agencies and groups to address issues of environmental concern and works to inform and advise the public on environmental issues. In addition, the Commission coordinates the thirteen community gardens which serve more than 400 Cambridge gardeners each year.

During FY93, the Commission held twenty-three public hearings and meetings to review wetlands filings and discuss other issues of environmental concern in Cambridge. Projects reviewed by the Commission ranged from the Massachusetts Highway Department's plan to construct temporary loop ramps in North Point, to pier and dock reconstruction at the yacht clubs in the Charles River. The Commission also conducted numerous wetland site inspections to assess potential impacts of proposed projects, investigated sites for wetlands violations, and evaluated compliance with wetlands permits.

The Commission continued in its efforts to compel the Massachusetts Highway Department to adopt a design for the Charles River Crossing segment of its Central Artery Project that is consistent with the wetlands and open space values of the Charles River, and the proposed development in Cambridge's North point area. The Commission's Director is a member of Central Artery's Inter-agency Coordinating Committee and its Water Resources Subcommittee, where regulatory authorities at the federal, state and local levels advise the Highway Department on environmental issues. Participation in these groups has allowed the Commission to represent the natural resource interests of Cambridge directly to the federal and state agencies involved in planning and permitting the Charles River Crossing. In addition to wetlands concerns, the Commission has participated in the Ch. 91 Waterways

process, ensuring that quality public access to filled and flowed tidelands in the vicinity of the Charles and Millers Rivers are protected. The Commission has also worked closely with other City departments, including the Environmental Program, Community Development Department, Law Department, Public Works Department, and Traffic and Parking Department, in an effort to effectively coordinate the City's open space and design goals for the Charles River Crossing.

The Commission reviewed and commented on proposed state legislation which may affect the City's ability to protect and enhance Cambridge's natural resources. The Commission, together with the City Manager's office and the Recreation Department, participated in a press conference at Fresh Golf Course to oppose a proposed exemption for golf courses from the Wetlands Protection Act. The City was proud to offer its municipal golf course as an example of how existing wetlands regulations, coupled with a cooperative effort among City departments, serve to protect all values of Fresh Pond Reservation: water quality, wetlands, wildlife, and recreation. The Commission continued to play an important role in examining issues raised by the proposed legislation allowing sale of public parklands and wetlands at Alewife. In this regard, the Commission worked closely with community groups, the MDC, and the Conservation Commissions of Arlington and Belmont. The Commission also continued to support legislation to enhance protection of Cambridge's water supply resources and river systems, through promotion of watershed protection legislation and the Rivers Protection Act.

The Commission continued to work with other City departments on issues of environmental concern. The Commission advised and provided technical assistance to the Water Department and Water Board in reviewing proposed projects which may affect wetlands or water quality in the Cambridge water supply system. The Commission coordinated with the Community Development Department and the Planning Board on environmental issues at Alewife and North Point. The Commission continued to participate in the Fresh Pond Management Group, where several City departments review and discuss new and ongoing activities at Fresh Pond Reservation. The Commission worked especially closely with the Recreation Department and the City's Arborist to improve golf course playing conditions while maintaining and enhancing the aesthetic, wildlife and wetlands values of the course. The Commission also contributed to the development of the City's Open Space Plan.

The Commission continued to participate in a broad array of programs and planning activities affecting Cambridge. The Commission was represented at meetings of the MWRA's Combined Sewer Overflow (CSO) Working Group, where the MWRA updated the group on new developments in the agency's attempts to improve surface water quality and sewer service to Cambridge residents in the most cost-effective manner. The Commission has always placed much emphasis on working closely with community groups, and continued doing so in FY93. Members of the Commission were active in the Alewife Coalition, and the Friends of Blair Pond Group, two community groups who seek to preserve, protect, and enhance the valuable wetlands in North Cambridge. The Commission assisted in the development of a thirteenth community garden, in Riverside, and joined with a group

of North Cambridge residents to plan a community garden for Russell Field. Members and staff of the Commission also work with regional environmental groups, like the Massachusetts Audubon Society, Massachusetts Association of Conservation Commissions, Charles River Watershed Association, Mystic River Watershed Association, and the Massachusetts Society of Municipal Conservation Professionals.

Peace Commission

The Cambridge Commission on Nuclear Disarmament and Peace Education continues its mission of promoting peace education within Cambridge and seeking to reduce violence. Begun in 1982 to confront the concerns of nuclear war, the Peace Commission has expanded its mission to incorporate challenging local forms of discrimination which foster violence and promoting those ideas and programs which affirm diversity and build community within our City. Dedicated to the concept of thinking globally and acting locally, the Commission creates and supports programs which build understanding, community cooperation and social justice. During the 1993 fiscal year, the focus has been looking at the roots of violence in our community and beginning to build programs which develop alternatives.

The Commission is devoting special attention to the concerns of violence as they affect young people addressing youth violence in Cambridge and collaborating with others to design creative programs which might prevent further violence. The urgency for listening to the problems of violence in the schools and offering teachers and students strategies for dealing with violence has never been greater. In Cambridge, dramatic events punctuate an ongoing escalation of violence with direct effects on the schools. The Peace Commission has tried to promote non-violence at the school level through initiating programs, supporting ones which exist, and collaborating with school and community efforts to develop comprehensive policies which foster a community in which difference is understood and celebrated, in which the sources of violence are recognized and confronted and where all members of the school community can be part of an effort for equity.

Eliminating violence in the schools will never be possible within a society which promotes it. Therefore, the Commission works to support all aspects of programming and policies in Cambridge geared towards enhancing the notion of peace-making.

The Commission has a staff of one full-time person and a volunteer Commission of 15.

RESPONDING TO SCHOOL VIOLENCE

Working with the School Department to create curriculum on violence prevention.

- **Elementary curriculum for conflict resolution:** In cooperation with Drop-Out Prevention and the Health Education Department, materials are being developed for 4 units of violence prevention curriculum to be

integrate into the curriculum for all elementary grades from Kindergarten through eighth grade. The units reflect the developmental concerns of each grade and include issues of conflict resolution, self-esteem, communication and mediation, taking another's perspective and anti-bias, de-escalating violence and supporting peace.

- **High School Violence Prevention Curriculum:** The director has consulted with the Health, Physical Education and Home economics departments to help integrate violence-prevention into their on-going classes. In addition, a "Violence Prevention" elective has been developed for 9th and 10th graders with units on mediation, de-escalation of violence, understanding violence, and looking at race, gender and sexuality.
- **Summer Workshops With Cambridge teens:** The director offered a series of workshops through Just-A-Start with Cambridge teenagers on violence prevention. The series of workshops took place over 5 consecutive Thursdays with a program of 4 workshops a day. The topics included looking at violence, de-escalating violent situations, and understanding and confronting violence rooted in racism, sexism and homophobia. Youth in the workshops shared their experiences with violence including the use of weapons and exposure to violence in the home and practiced together ways to avoid violence.

Training opportunities for Teachers and Staff on violence prevention and Conflict Resolution

- **CRLS Workshops for Teachers on Violence:** Through the Violence Prevention Task Force, the Director collaborated to develop and lead a series of Release Day workshops for all CRLS staff on dealing with violence. The sessions would focus on sharing awareness and experience of fear and violence at CRLS, some strategies for intervening about violence, and dealing with the violence associated with discrimination based on race, class, gender and sexuality.
- **Elementary Workshops for Teachers on Conflict Resolution:** Beginning in the fall of 1992, the Commission has been leading a series of sessions on violence prevention during elementary school release days touching all K-4 teachers. Working with the Peaceable School Project committee, each workshop contains a survey for teachers about violence within their schools and some exercises and resources on conflict resolution and community-building.
- **Alternatives to Violence: Creating Urban Peaceable Schools Institute:** In collaboration with Lesley College and the Cambridge School Department, the Peace Commission organized and ran a five-day elementary school based Summer Institute on Alternatives to Violence: Creating Peaceable Urban School Communities. With 40 Cambridge teachers among the 120 promoting peace in an integrative, comprehensive fashion which includes: understanding the roots of violence, sharing our personal and collective responses to violence in the community and creating action projects as well as

support networks which can transform schools into peaceable communities. The Institute featured keynote speakers on conflict resolution (system-wide and in the classroom), creating caring through cooperation rather than competition, the 5 Cs (class, color, culture, context and character), welcoming diversity and dealing with violence through fostering peace education. A series of workshops were offered in addition to daily small groups coordinated by the core faculty. A network for follow-up was established including an organizing effort specifically for Cambridge teachers concerned about violence in Cambridge schools.

Working with youth to build peace-oriented communities

- **Peacing it Together:** The Commission supported a project initiated by Phillips Brooks House at Harvard entitled "Peacing It Together" for the spring of 1993. Harvard students worked with middle school students in Cambridge and Boston, designing peace games together culminating in a festival on April 29 at Harvard Stadium.
- **Youth Exchange With El Salvador:** The Commission wrote a successful grant through Sister Cities International to fund a youth exchange between Cambridge and its sister city in El Salvador. Five (5) CRLS students traveled to Las Flores in April, met with young people in the community, worked with teachers of their own age in the school and learned about the country. In October, Cambridge will host 5 young Salvadoran teachers.
- **System-Wide School Newsletter Peace News/Peace Views:** The Director worked with Cambridge teachers to create a 24 page newsletter reviewing elementary and high school curriculum geared towards peace education. The newsletter included efforts from teachers in 11 schools. The newsletter also featured several articles on diversity, particularly looking at the need for programming and curriculum addressing family diversity and the presence of gay and lesbian families in Cambridge. The newsletter was designed and formatted by the Director and distributed to all thousand school staff.

VIOLENCE AT THE COMMUNITY LEVEL

- **Violence Prevention Task Force:** The Commission Director has been an active participant and co-chair for the Violence Prevention task force initiated by Henrietta Davis of the School Committee. The Task Force has brought together school staff with community agencies, youth workers, police and court personnel, neighborhood workers and youth. The Task Force has created a network of the services available for young people and initiated several proposals for funding violence prevention programming. Anticipating the holiday season, the Task Force sent out a flier to all elementary school parents on the connections between war toys and violence with suggestions for teachers and families. A panel on "Weapons and the Law" was offered to all CRLS students followed by discussion.

- **Youth Peace and Justice Corps:** Based on the success of the summer Peace Camps, the Peace Commission developed the idea and successfully the first year of an urban Youth Peace Corps. A multi-racial, working class team of 14 CRLS students was hired for 10 hours a week of after school work: seven hours devoted to internships with community-based programs and three hours for participation in a Social Justice Institute. The internships sites were Cambridge programs which confront the issue of violence and promote social justice at a local level. The Social Justice Institute was a series of weekly workshops with the staff for group building through discussions about the causes of violence including racism and sexism, skill-building in the areas of community organizing and leadership, and exposure to the history and principles of social change organizing.

The Director wrote proposals and approached a series of foundations and corporations for funding including the Boston Foundation, Hyams Foundation, Clipper Ship, Lotus Development Corporation, Ben and Jerry's and Polaroid. The proposal called for \$75,000 in funding to pay the youth a strong hourly wage, hire a coordinator and 3 trainers and pay for space and materials. In September, Hyams (\$15,000) and Ben and Jerry's (\$6,000) responded positively and a scaled-back program was launched in the fall with a part-time coordinator and one training consultant. Free meeting space for the Institute was donated by Grace Church.

The Youth Corps began recruiting students in October. Eighteen (18) youth were selected, all but one current CRLS students, ranging in age from 14-20. The youth represent all of Cambridge's neighborhoods and most of the ethnic communities (Portuguese, Irish, African-American, African, Latino(a), Vietnamese). They have been placed in programs which deal with violence and social justice in some form including the Dating Violence Intervention Project, Cambridge Cares About AIDS, the Voting Rights project, Eviction Free Zone, the Substance Abuse Task Force, and CEOC's Food Pantry.

The Social Justice Institute began weekly meetings in November. The discussions have focussed on aspects of violence and the obstacles to living non-violently. The youth shared some of their own experiences with violence and developed ways of responding to the increased violence around them without escalating it. The group participated in 2 day and a half retreats - one in January and one in April. The agenda for the retreats included developing cultural and class understanding and affirmation. The Youth Peace Corps is designed to create a multiracial team of youth who can use their experiences and skills to promote alternatives to violence with their peers and in their communities. The program successfully graduated 11 CRLS youth. The summer has been spent evaluating the program's first year and planning for the second year.

- **Safe Neighborhood Initiative:** The Peace Commission has participated as a founding member of a city-wide coalition to promote safer neighborhoods through building community and connections. The director

drafted the Mission statement for the project and brought to the discussions with police, residents and city officials the need to develop formats which welcome all residents into dealing with neighborhood concerns about crime and violence.

FOSTERING DIVERSITY WITHIN CAMBRIDGE

- **Remembering the Holocaust:** The Commission headed an effort of Mayor Reeves and Councillor Wolf to create a city-wide program in commemoration of the Holocaust. The program in April of 1993, attended by well over 250 people, recognized the 50th anniversary of the Warsaw Ghetto uprising. The program brought together Cambridge residents from different religious communities, neighborhoods and backgrounds around the theme of unifying in the face of violence and bigotry. In addition to video footage and images of Warsaw before the war and images and writings from the Ghetto and music from local Cambridge students, the program included a recognition of other communities in Cambridge affected by genocide and state-sponsored violence (Cambodia, Native Americans, Armenia and El Salvador).
- **Africa Sister City:** The Commission has been an active participant with the Africa Sister City Campaign to select a city in Africa for exchange and as a vehicle for raising awareness about the real experiences and contributions of people in Africa. The selection process was completed in September of 1992 resulting in the choice of Bulawayo, Zimbabwe as Cambridge's first Africa sister city. The committee has been working in the spring to plan its first delegation to visit Bulawayo and begin to create materials and resources on Bulawayo for use in the schools.
- **Cambridge-El Salvador Sister City Project:** A major participant in the Cambridge - El Salvador Sister City Project, the Commission established an education committee for the Sister City Project made up of Cambridge teachers, day care staff and citizens and has organized four teachers' delegations to San Jose las Flores.

Utilizing materials gathered from our Salvadoran sister city and augmented with teacher's materials from the Amigos and bi-lingual programs, the Peace Commission has developed a "Central America Kit." The Kit consists of music, articles, children's books in Spanish and English, examples of daily life, exercise suggestions for teachers, maps and videos. The Peace Commission catalogued all the contents and cooperated with the School Sister City office to circulate the materials to each elementary school.

The Director led a 13 person delegation to El Salvador comprised of 8 Cambridge public school teachers and 5 CRLS students. The Director recruited the group, provided a 5 week orientation and supervised all aspects

of the delegation. The director also organized a second delegation of Cambridge teachers to go in July of 1993.

- **Haiti Support:** The Commission revised the material on Haiti and Haitian culture and circulated them through all the elementary schools. Since the overthrow of the elected President Aristide, the Commission has supported various efforts on behalf of the Haitian community including a city-wide march and several resolutions. The Commission also provided support to the Haitian Mental Health Team at the Cambridge Hospital in seeking funding for the asylum work for Haitians brutalized by the current regime.
- **Somalia Relief Effort:** The Peace Commission worked with the Public Library to sponsor a series of concerts to help relief efforts in Somalia. The fliers and the presentations at events provided information about the situation in Somalia, raised some funds for food and promoted support for the Somalian people without endorsing a military solution.
- **Bosnia Support resolution:** The Director worked with representatives from the Muslim community of Cambridge to create a campaign in support of the people in Sarajevo, Bosnia. The Commission brought together various peace groups with local citizens to initiate a petition campaign for signatures. The petition condemned the horrors of war and ethnic cleansing in Bosnia and stood in support of the multi-ethnic nature of the city of Sarajevo. After collecting signatures and receiving the support of the Cambridge City Council, the petition was sent to Bosnia-Herzegovina and placed in the newspaper in Sarajevo.
- **Unity and Justice Commission:** The Director joined other Cambridge leaders and department heads on the Mayor's Commission for Unity and Justice. The Commission coordinated a series of neighborhood meetings to look at the sources of injustice in the city and presented a preliminary report to the City Council in June of 1993 which was adopted by the Council. The Commission will be meeting with various city institutions (Police, Schools, City Hall) to recommend and implement measures to promote equity.

Rent Control

Rent Control was adopted in Cambridge, as in many cities in the United States, in response to a severe shortage of rental housing. Because of this shortage and the lack of new construction of apartments for low and moderate income tenants, the City chose to regulate rent levels, so that tenants would not be faced with the choice of paying an even larger portion of their income for an apartment or moving out of the community. Rent Control, which has been in effect in Cambridge since March, 1970, is current-

ly administered by a five member Rent Control Board and a thirty-three member staff. The Board meets every week to consider and adopt rules and regulations governing rent control and to decide individual cases.

During FY93, the Rent Control Board completed the planning and implementation of a citywide general adjustment of rents for controlled units. The adoption of standard regulations simplified this year's public policy discussion of the general adjustment and allowed that discussion to focus on determining the inflation factor. In an effort to encourage the implementation of recycling programs in buildings with more than twelve units, the general adjustment formula for the first time included an allowance of \$150 plus & 8/unit per year in those buildings with City-approved recycling plans.

The Board also adopted a policy that would, under most circumstances, allocate the cost of lead paint removal on a building-wide basis (with the result that when an individual family's unit is delead, the rents of all tenants in the building would increase by a comparatively small amount instead of one family's rent increasing by a very significant amount). This policy represents the Board's attempt to ensure that landlords who initiate deleading be fully compensated for their expense, while attempting to protect individual families with small children from assuming the burden of paying the entire cost of deleading project.

Contributions from the Rent Control Board to the Affordable Housing Trust Fund totaled \$225,120 during FY93. Those contributions arose largely from settlements of cases in which parties were found to have illegally removed controlled rental units from the housing stock. In six different cases the Board decided that the persons sought to be protected by the Rent Control Act and by the Removal Permit Ordinance would best be served by financial contributions to Community Development's programs to preserve and create affordable housing.

In FY93, the Board initiated the fourth and final phase of a multi-phase plan to inventory the Rent Control database. Earlier efforts included the categorization of all units which had been broadly classified as exempt according to the basis for the exemption and the creation of a classification for units which have been removed to provide the board with a historical perspective on the loss of units.

For some time there had been much speculation about the accuracy of the count of ordinated and non-ordinated condos. Many ordinated units were in buildings converted prior to August 10, 1979. These were potentially exempt if unit deeds had been conveyed prior to that date. Additionally, many units had been purchased by so called "pre-79 tenants" and were therefore exempt. Using a methodical approach, other public records were cross-referenced to obtain a more accurate categorization of these units, beginning with a search of records at the Registry of Deeds.

By fiscal year's end, almost 500 units had been reclassified as exempt from the Removal Ordinance. Most of these were units which had unit deeds recorded before August 10, 1979. The Board records were changed based on information obtained at the Registry of Deeds and placed in the Board registration files. This effort, in addition to correcting the RCB records, will make it easier for the unit owners to obtain the Certificates of Exemption to which they are entitled.

Office of Cable Television

During FY92-93, Channel 37, the City's Municipal Television outlet, cablecast over 23 hours of programming each week registering about 1,100 hours by the end of the year. As in the past years, the Office of Cable Television for the City of Cambridge has continued to expand its program offerings and services for Cambridge residents.

In addition to programming produced for viewing on Channel 37, the Cable Office serves as an in-house video production facility for all City departments. Over 20 departments regularly make use of this service for the production of training tapes, informational videos, public service announcements, or for videotaping of important department events and programs.

A primary goal of municipal programming is to open up the City and to promote a sense of involvement and participation for our viewers with their City government. Currently, we are in our seventh year of City Council coverage and our second year of covering School Committee meetings in addition to programs produced with City Departments. As more and more departments make use of this facility, the Cable Office's impact within City government and in the community, through Channel 37, will continue to expand.

Municipal Television - Special Programs

Although most viewers become acquainted with Channel 37 through the live telecasts of the Cambridge City Council and School Committee meetings, the production output of the Cable Office features a much wider assortment of programs than just public meetings.

Indeed, the number of overall programs has increased every year since the Office of Cable Television began producing video programming for Channel 37, as indicated by the number and type of special productions developed last year. "Special Programs" refers to productions outside the regular program offerings, and last year, these included a major and timely discussion of healthcare issues presented by the Campaign for Affordable Health Care to a packed house at the CRLS auditorium.

Channel 37 produced a two-hour live Women's Town Meeting in conjunction with the Women's Commission, a program which explored many of the issues facing women in today's society.

Making use of the cable system's Institutional Network, the Cable Office produced a special Interactive Teachers Teleconference that allowed over 800 Cambridge teachers to view and participate in a highly successful Professional Day seminar at 13 locations across the city.

The Cable Office also produced a second year of monthly programs designed to explore Multi-Cultural Diversity within the city especially in the ways in which the arts of many cultures have impacted our classrooms. Each year, Channel 37 continues to increase the number and type of these special programs along with our coverage of such annual City events as the City's Road Race held early each spring, and the official ceremonies connected with Patriots' Day and Memorial Day, all of which have become staples of our programming year.

Community and Public Safety Programs

Coverage of public safety and community oriented events continued to increase dramatically over the last year with Channel 37's production of regular programs for both the Police and Fire Departments. In addition to regular programs on public safety, fire prevention, and numerous public service announcements, the Cable Office also produced more specialized programming for these departments.

The Cable Office in conjunction with the Cambridge Police began a new series called **Five Western Avenue**. The focus of the program is to open up the operations of the Police Department and to introduce viewers to many of the key figures in the department. A series of programs highlighting the training of Fire Department personnel was begun last year which follows new members of the department through the State Fire Academy and onto fire trucks in the City. Not all of what we shoot goes out over the cable, however, the Cable Office also serves as an in-house production unit to produce training tapes for these and other departments. The use of video as to a teaching tool will result in improved services for all Cambridge residents.

Health Care, the Arts, and Sports

Attention to health care issues in Cambridge created the lead for **A CLOSER LOOK...at The Cambridge Hospital**, a regular program produced in conjunction with the Department of Health and Hospitals. **A CLOSER LOOK** allows viewers to become familiar with The Cambridge Hospital, its programs and staff, and provides a forum on Channel 37 for the most important issues in the areas of medical treatment and public health.

The collaboration of the Health and Hospital department, the School department, and the Cable Office in February produced a special two hour program examining drug abuse, treatment and prevention in school age children that provided educators with substantial information on that score.

Channel 37 increased its coverage of arts events in the City last year by working with the Cambridge Arts Council on a variety of projects, most notably, an **African-American Heritage Cabaret-Celebrating a Century**. This gala event, taped in its entirety at the Dante Alighieri Center provided a spotlight for much local talent. Channel 37 also covered the CRLS music department's **Annual Chamber Music Concert**, and the City's annual **Holiday Messiah Concert** held at Kresge Auditorium. In the field of local sports, Channel 37, besides coverage of the City's **Seventh Annual Road Race**, **City-Run 93**, videotaped the **Cambridge-Somerville Mayors' Softball challenge**, a very popular event held at the end of each summer for the last seven years.

New Programs

In addition to our local focus, Channel 37 has also produced programs which go beyond the boundaries of the City featuring faces from the national and international scene such as Prof. Charles Ogletree, Pulitzer Prize

winning poet Rita Dove, journalist Oriana Fallaci, and novelists Martin Amis and Edna O'Brien. A program designed to encourage our younger viewers to expand their reading, **20,000 Reads Under the Sea**, was produced in cooperation with the staff of the Library, one of our many efforts to communicate the wide array of City services available to all Cambridge residents.

Consumer Assistance

Although cable programming may be its most visible aspect, the Cable Office regularly serves as a source of information on cable and other communications realms and as an active advocate for Cambridge residents who are in need of assistance in dealing with the cable company. The Office handles everything from simple information requests to complaints about service and billing disputes. A strong affiliation with local and national watchdog groups allows the Cable Office to stay on top of the legal, technical, and consumer oriented areas of the cable television arena. We will continue to attempt to sort out the many issues and new regulations surrounding the recent cable legislation passed by congress.

Water Department

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 95,000 permanent residents and an estimated additional 25,000 student population during the academic year. The Water Department operates as an agency of the city government under the general direction of a five-member Board of Water Commissioners, appointed by the City Manager. The Department is regulated under Federal and State drinking water laws. The operating budget, debt service and capital improvement projects are financed by the sale of water, in accordance with an increasing block rate structure established annually by the City Council. The rate structure for FY94 has five incremental blocks with the rates set as follows:

	Consumption (CCF)*	Water Rate (\$/CCF)
Block 1	0-40	1.42
Block 2	41-400	1.52
Block 3	401-2,000	1.62
Block 4	2,001-10,000	1.73
Block 5	Over 10,000	1.85

* CCF = Hundreds Cubic Feet

The purpose of the increasing block rate structure is to promote water conservation by means of a progressive pricing schedule that raises the cost per unit of water service in the blocks of higher consumption.

In 1992, the average daily water consumption increased to 14.34 million gallons per day (mgd), up 0.82 mgd from the 1989 average of 13.52 mgd. Precipitation on the twenty-five square mile watershed drainage area totaled

43.72 inches in 1992; this amount is equivalent to the average annual precipitation of 43.81 inches.

Capital Improvements Program

FY93, the Department continued progress on capital improvements designed to rehabilitate the Water Treatment Plant and to replace approximately 5,000 linear feet of water mains each year.

Capital improvement program contracts awarded in FY93 include: (a) Water Main Replacement, 3800 feet, in Prospect Street - \$643,316, (b) Water Main Replacement, 650 feet, in Follen Street \$29,676, (c) Leak Detection, 180 miles of pipe - \$15,120 (d) Pretreatment, Rapid Mixers - \$6,175, (e) Pretreatment, Sluice Gate Operators - \$40,000, (f) Removal of two Underground Fuel Storage Tanks - \$25,000, (g) Installation of Potassium Permanganate System to control Manganese - \$40,000, (h) Renovation of Concord Avenue Storage Facility - \$100,000, (i) Repair of 16" Water Main Under Railroad Tracks - \$18,600.

Projects completed in FY93 include: (a) Replacement of High Lift Pump # 3 - \$320,500, (b) Water Main Replacement, 350 feet, in Franklin Street - \$60,529, (c) Water Main Replacement, 3000 feet, Coolidge Hill Road, Cogswell Avenue and Mead Street - \$331,052, (d) Filter Controls Rehabilitation - \$224,813, (e) Water Main Replacement, 650 feet in Follen Street, (f) Distribution System Study - \$100,000, (g) Purchase of Gas Chromatograph/Mass Spectrometer for Volatile Organics Testing in the Water Quality Laboratory - \$125,000, (h) Removal of two Underground Fuel Storage Tanks - \$30,000, (i) Rehabilitation of the three MWRA Emergency Connection Valves - \$50,000, (j) Pretreatment, Rapid Mixers - \$6,175, (k) Renovation of Concord Avenue Storage Facility \$85,000, (l) Repair of 16" Water Main under Railroad Tracks - \$18,600.

Water Treatment Plan Improvements

During FY91, the City Council, the Cambridge Water Board and the CWD committed to and initiated a long term planning process to address the water quality issues facing the Department: 1) raw water quality, 2) aging facilities and 3) increasingly stringent water quality regulations. At that time, a two-pronged strategy was chosen: 1) perform the improvements needed in the existing treatment plant to ensure continued compliance with regulations and 2) undertake studies to determine the treatment facilities that will be needed to comply with drinking water regulations in the future.

1. Interim Improvement Projects

During FY93, the Department completed the interim improvement projects that were identified in 1990. Key among these improvements was the replacement of gaseous chlorine with sodium hypochlorite and aqua ammonia for disinfection. This project provided two major benefits: 1) gaseous chlorine is a dangerous substance that represented a serious safety hazard to employees and neighbors and 2) with the alternative process - called chloramination - the levels of Trihalomethanes (THMs) dropped well below the

drinking water standards.

2. Future Water Treatment Facilities

During FY93, we completed the following preliminary studies of future treatment needs:

1. -Water Demand Study: Prediction of Cambridge water needs up to the year 2030
2. Existing Facilities Assessment: Detailed evaluation of the feasibility of rehabilitating the existing plant to serve as future treatment facilities.
3. Water Treatability Studies: Assessment of the best water treatment technologies for the future - a key aspect in evaluating facility needs.

The results of these studies and the workshops held to consider their implications are contained in the "Future Water Treatment Status Report" that will be completed in early September 1993. This report recommends a scope of work for the conceptual design phase that is summarized on the chart on the next page. When conceptual design is completed, we can proceed to final design and then construction of future treatment facilities.

Watershed Protection

The federal Surface Water Treatment Rule emphasizes the need to protect water quality at its source. Watershed protection is a key element in protecting water quality. The Water Department's commitment to watershed protection requires constant attention to public and private activity in the watershed. When water quality threats are identified, the Department responds assertively to ensure the protection of the water supply.

During FY93, more than 30 sites required varying levels of attention. From the Massachusetts Highway Department's plan to study Route 128 drainage improvements to an encroachment by a small landscaping operation, each site presents a different situation. We have worked directly with those involved to implement solutions that protect our drinking water supply.

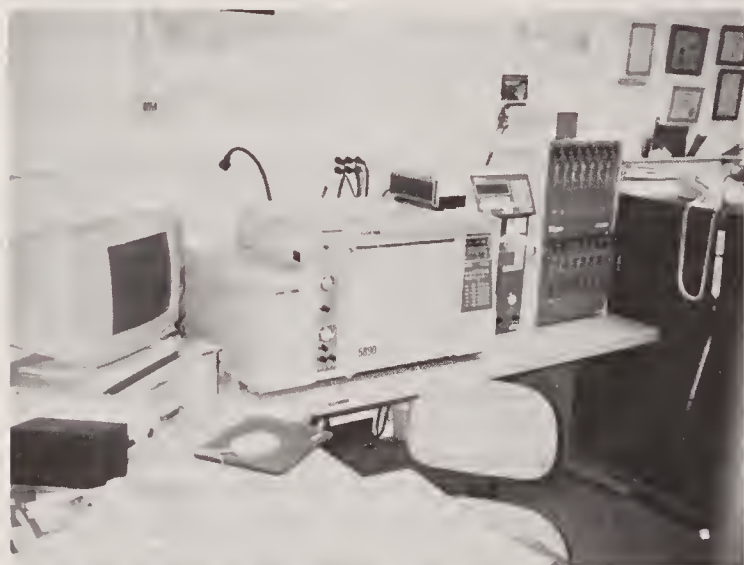
During FY93, the Water Department joined the newly activated Cambridge Watershed Advisory Committee and contributed to the development of an Emergency Response Plan for the Watershed. We are working on legislation to protect the watershed, an environmental education program and an initiative to gain priority status at DEP for protection of the Cambridge Watershed.

Additional steps have been taken to ensure the protection of water quality at Fresh Pond. These actions include the initiation of a watershed protection plan to identify impacts to water quality and to prioritize the implementation of this plan. Following the completion of the Watershed Protection Plan, the Department will initiate a Fresh Pond Master Planning process to reconcile and balance the many uses of Fresh Pond Reservation. The position of Chief Ranger will be filled in the near future to assist in public education, rules enforcement and staff supervision at Fresh Pond.

Water Quality

The quality of water provided by the Cambridge Water Department is regulated by the US Environmental Protection Agency (EPA) and the Commonwealth of Massachusetts Drinking Water Regulations: (310 C.M.R. 22.00) which requires frequent sampling and testing of public water supplies for physical, chemical, biological and radiological contaminants. Water quality must not exceed maximum contaminant levels as monitored and established by the DEP. EPA and DEP regulations require public notification if drinking water does not comply with these standards.

Cambridge drinking water complied with all of the regulations throughout FY93. Notably, Cambridge passed the Lead & Copper Rule that came into effect during FY93 while many surrounding communities failed. We caution residents, even still, to contact us if they are concerned about lead levels in their drinking water. Lead can be especially harmful to young children. We will be happy to test water in the home to determine the lead levels and we can recommend ways to control lead exposure from water, if necessary.



New GC-Mass Spectrophotometer for monitoring Trihalomethanes at the Water Department Laboratory.

During FY93, the Water Department continued to upgrade the treatment plant facilities and water quality monitoring programs. Water quality staff are developing the procedures needed to gain certification for volatile organic compounds, including Trihalomethanes (THMs). This enhanced certification will allow the Department to perform more testing in-house - speeding results, reducing costs for outside laboratory services and providing for better control of the treatment process.

Cambridge water won the Drinking Water Taste Test at the New England Environmental Exposition in April 1993 - competing against a number of larger systems that are known for their water quality. The Department has made significant improvements to the Treatment Plant. We think that the Drinking Water Taste Test is one indication of the effect of those improvements. Increased quality is

also supported by improvements against a number of water quality standards. We encourage those who turned away from Cambridge water in the past to try City water again.

A comparison of the DEP sampling and testing requirements to Cambridge Water test results is available at the Water Department Laboratory, 250 Fresh Pond Parkway.

Transmission and Distribution

During FY93, a number of work programs were developed to improve water service in Cambridge. The Department now has maintenance programs in place for valves and hydrants. We are developing a water service replacement program. Department forces replaced 450 feet of water main in Channing Place, in cooperation with the Department of Public Works; installed 400 feet of water main to new City facilities; and cooperated with others to replace 750 feet of 100 year old water main.

Engineering and Program Development

During FY93, the Department made progress in developing an in-house engineering function to manage and inspect capital projects. This includes a proactive approach with out consultants in terms of design, bid and construction of projects. Whenever possible, we have done the design and managed construction for projects in-house. Examples are: fuel tank removal, conversion to natural gas, security lock installation, office renovations, garage door replacements, leak detection and the resident engineering function for the FY93 water main replacement project on Prospect Street.

During FY93, the Department was granted delegation from DEP to conduct the Cross Connection Control Program. A leak detection survey was conducted on the entire water distribution system.

Organizational Improvements

With the establishment of the position of Managing Director in 1991, the City recognized the need for improved management practices at the CWD. Progress has been made in many areas and further improvements are planned such as performance reviews, work programs, ongoing maintenance programs, a customer service orientation, metering system modernization and public information.

During FY93, a plan of organization was implemented to ensure that adequate resources are deployed effectively to achieve improvement goals. Key management positions in that structure were filled with well qualified people and significant progress was made to fill a number of vacant positions.

The Department has also participated in a number of outside activities that we believe are beneficial to the City and the water system. The Managing Director serves as Vice-Chair of the MWRA Advisory Board and the Watershed Manager serves on the Executive Board of the Water Supply Citizens Advisory Committee (WSCAC). On a lighter note, the Department's team won the Massachusetts Water Works Association Pipe Tapping Contest.

Library

Cambridge Public Library services and programs are continually evolving in anticipation of demand and in response to changing community needs. FY93 was year of dramatic transition for the Cambridge Public Library: a time for acknowledging past accomplishments, identifying organizational strengths, and planning a course for the future.

Changing Personnel

After 21 years of outstanding leadership as Director of Libraries and Communications, Joseph G. Sakey retired. Throughout his tenure, Mr. Sakey championed free and open access to information; ethnically diverse library materials, services, and programs; and the pivotal role of the Cambridge Public Library within the City. Mr. Sakey shattered the image of libraries as rarefied and cloistered institutions by reaching out to all segments of the community through cooperative working relationships with organizations such as the Black Cultural and Historical Association, The Polish Heritage Committee, and Cambridge Association of Portuguese Americans; innovative outreach efforts like *The Book, Reading Is...*, and the *Heritage of a City* Lecture Series. Mr. Sakey's legacy to the citizens of Cambridge is a vital, responsive community library with over 50,000 cardholders from all neighborhoods and walks of life who took home over 900,000 books and recordings last year.

In addition to Mr. Sakey, longtime staff members Lauretta Cloherty (Assistant Director for Audio-Visual Services and Personnel), Ken Williams (Audio-Visual Librarian), Lawrence Martin (Custodial/Central Square), and Cathy Pasco (Librarian I/Main Library) retired in 1993. The loss of these valued staff members has created both a void, which will be difficult to fill, and an opportunity: to reach out to the newest members of our community in staff recruitment and in identifying needed services.

Changing Technology

The Cambridge Public Library must keep pace with the changes in information technology in order to preserve access for all citizens. Implicit in the Library's mission is the commitment to equalizing the discrepancy between those who have the financial and personal resources for advances in technology and those who would otherwise be left out.

The Apple Computer Corporation awarded an Apple Library of Tomorrow Grant to the Cambridge Public Library, the Cambridge Business Development Center, and the Center for Civic Networking for a geographical and mapping computer system that will make environmental, geographical, and statistical information available to students, entrepreneurs, and researchers. Slated for a September 1993 start date, the system will allow library users to print out detailed color maps from databases created by the State Department of Environmental Affairs, the Sustainable Cambridge Coalition, and various City departments.

With interest in health care and healthful living at an all time high, access to many popular and professional health information journals, pamphlets, and reference works are now available on CD-Rom in **The Health Reference Center** at the Main Library. A patron researching a personal medical problem wrote, "I am so grateful it is here for the public to use. I feel it is a way of helping people to help themselves -- educating them."

Changing Lives

New marketing techniques and close cooperation with the Cambridge Public Schools resulted in a 180% increase in participation in the summer reading program: **Be a Winner! Read!**. Five hundred sixty youngsters completed 6449 books and were honored at ceremonies in their elementary schools in the fall.



Mayor Kenneth Reeves poses with families after his participation in the fourth annual "Night of a Thousand Stars" national read-aloud.

Fourth through sixth grade students in the Central Square neighborhood and other neighborhoods throughout the City had the opportunity to learn real life skills such as cooking, video production, fabric painting, babysitting, basic science, and caring for animals as part of an LSCA Title I funded program *Get Real*. When this age group was identified by a city-wide task force as underserved, the Cambridge Public Library responded with the *Get Real* series targeted specifically to address the need for after-school activities for the group. In addition to promoting useful skills, the program stressed using the library as a means of learning new skills and enhancing current skills. Over 1800 children participated in the 181 programs that were offered throughout the City.

To address the needs of newly arrived immigrants in the neighborhood, the Valente Branch Library established a weekly English as a Second Language conversation group. Coordinated by two volunteer tutors, the group included residents from eight different countries who came together for social conversation in English. When demand exceeded capacity the group was split into separate beginner and advanced sessions. Services have expanded beyond the

original conversation group to include a more traditional ESL instructional program.

The North Cambridge Branch Library invited members of the community to contribute recipes for **The Neighborhood Cooks**, a cookbook produced by the Cambridge Public Library. To sample the savory selections and to get to know each other, over 100 community members met in the library for a pot luck dinner. Nutritionist Helene Cyr's evaluations of each recipe for nutritional and caloric content were included.

Reaching out to a new addition to its neighborhood, the Boudreau Branch Library has begun providing services to the residents of Chilton House. Library staff members provide books on tape and musical recordings for residents' use as well as other types of materials by special request.

A tour of the gardens of East Cambridge and a neighborhood open house brought in many new patrons to the East Branch Library. Increased use resulted in a 21% increase in circulation over FY93, the largest percent increase in the library system.

The rich program offerings developed by librarian Karen Kosko of the Collins (Mount Auburn) Branch Library were featured in a **Cambridge Chronicle** article. Capitalizing on the wealth of talent in the community, especially in the immediate neighborhood, the branch offered 232 programs which were attended by over 2,000 residents of all ages in FY93.



Library volunteer Randy Thomas assists Harrington School student Jesse Vincente in a make-shift game of basketball.

Library volunteer Randy Thomas was one of five individuals honored by WLVI Channel 56 with the Independent Spirit Award. Mr. Thomas was cited for his outstanding after-school programs at the Valente Branch. Thanks to his kindness, the Cambridge Public Library was the recipient of a donation made in Mr. Thomas' name by WLVI.

Changing Economy

Community leaders have been concerned about the need to attract new business ventures to the City. To assist

in that effort the Library developed a resource guide on **How to Start a Small Business** which was distributed in cooperation with the Cambridge Business Development Center, the Community Development Department, and the Chamber of Commerce. The library continues to share information and resources with the Business Development Center in order to support the economic development of the community.

Changing History

As part of the Library's author series, journalist Carl Rowan spoke to a capacity crowd in the Sakej Lecture Hall about his new biography of Thurgood Marshall on the eve of the justice's funeral.

Mr. Rowan spoke eloquently of Mr. Marshall's early commitment to the civil rights struggle, his glory days on the Warren Court, and the frustrating end of his career in the Reagan and Bush administrations. It was a fitting homage to a man who changed the course of American history and a meaningful way for the Cambridge community to remember him.



Longtime library trustee, Olive Johnson is pictured with volunteer reader Gail Willet, owner of Savannah Books.

Through a grant from the New England Foundation for the Humanities, the Library sponsored **Deciding Justice**, a reading and discussion series about major Supreme Court decisions. The bi-weekly sessions, led by a legal historian, covered landmark cases such as *Gideon vs. Wainwright*, *Brown vs. the Board of Education*, and *Roe vs. Wade* and centered on the historical and legal reasoning that went into the disposition of each case.

Changing Horizons

The dawn of a new century in the not too distant future, the changing ways of information collection and dissemination, and the growing demands on the resources of Cambridge Public Library require the charting of a new course: a course that will most effectively meet the needs of the diverse community that is Cambridge. Although the deliv-

ery and format of services and resources may change, the Library's commitment to the individual's search for self education and personal growth will remain constant.

SERVICE STATISTICS SUMMARY FISCAL YEAR 1992-93

	FY92	Change From FY91
Circulation		
System Total:	900,139	+ 17,008
Adult	601,596	- 7,731
Children	273,894	+ 24,739
Reserves Filled	31,318	+ 12,777
Registered Borrowers	50,577	+ 7,020
Programming		
System Total:		
Programs	4,420	- 145
Attendance	70,689	- 7,201
Adult Programs	659	+ 11
Adult Attendance	13,845	- 2,775
Children's Programs	2,755	+ 27
Children's Audience	56,429	+ 73
Community Loan Films:		
Programs	888	+ 699
Attendance	25,825	+20,911
Books Added to Collection		
System Total:	25,820	+ 1,395
By Purchase	21,964	+ 1,195
By Gift	2,630	+ 31
Total Collection (including non-print)	464,372	+ 16,377

Health & Hospitals

The Department of Health and Hospitals works to protect and improve the health of the people of Cambridge community, and oversees all city-operated health care programs and treatment facilities. The Commissioner of Health and Hospitals provides overall leadership, for the Department, and sets policy in conjunction with the Cambridge Health Policy Board. Activities of the Department focus on areas of public health policy and program development, bio-safety and hazardous materials management, and on the enforcement of local environmental and public health regulations. The Health Department has community health, tuberculosis control and environmental health

components. Some additional activities the Department has focused on during the 1992-1993 year include:

The Department remains engaged in community health assessment based on the Assessment Protocol for Excellence in geared toward assisting the Department in better understanding its capacity, its priorities, and what additional resources may be needed to meet those priorities. The Department collected health related statistics from a variety of state and community agencies to better assess the health status of the city of Cambridge. The Public Health Committee of the Health Policy Board reviewed these statistics, prioritized health problems, and is addressing each problem in some depth.

Health related data collection and coordination for policy and program development and evaluation remains a key focus of the Department.

The Department has continued to work with the Health of the City Project, which it supports strongly. The Health of the City Project is a joint project between Harvard Medical School and the City of Cambridge, and focuses on selected city health needs. Its two major task forces, the Healthy Children Task Force and the Men of Color Task Force continue to actively address important health concerns.

With the migration of rabies infested racoons to the Cambridge area, the real risk of rabies transmission has increased. The Department has been involved in educational efforts, as well as in coordinating efforts between the Animal Commission and other appropriate city agencies to decrease the risk of transmission of rabies to both domesticated animals and humans, as well as to manage confirmed cases of raccoon rabies.

Smoking remains the primary cause of preventable deaths in the United States, and this year the Department continued its efforts to reduce smoking prevalence. The enforcement of the non-smoking ordinance controlling smoking in the work-place and in public places in Cambridge, along with periodic educational outreach have been the primary means of reaching this goal. This year the Department has also begun to seek outside funds for expanding smoking control efforts, especially through the Massachusetts Tobacco Control Program of the Department of Public Health.

During the 1992-1993 year, the City Council considered and passed changes to the ordinance on recombinant DNA technology to ensure that it reflects current knowledge and practices in the field. The Department, working with the Cambridge Biohazard Committee, developed recommendations for changes in the Ordinance on the use of recombinant DNA materials to ensure that it reflects current knowledge and practices in the field while maintaining the safety and monitoring functions. The recommendations were submitted to the City Council and after consideration, were passed.

Community Health

The Community Health Coordinator organizes the city-wide AIDS effort which is spearheaded by the Cambridge AIDS Task Force, originally appointed by the City Manager in 1987. The goals of the Task Force and the Community Health Coordinator are to create a comprehensive, city-wide approach to the AIDS epidemic. This involves

insuring that quality, comprehensive medical care is accessible for all Cambridge residents who are living with HIV infection as well as developing education and outreach efforts to prevent any further infection of Cambridge residents.

Cambridge Cares about AIDS (CCAA), a non-profit organization, was created in 1988 to develop funding and programs to address the goals of the Task Force. Under the leadership of the Community Health Coordinator, CCAA has developed a Client Service Program and the Multicultural HIV Prevention Project. CCAA's Client Services provide a continuum of care for people who are HIV infected including comprehensive case management, a meal delivery program, transitional housing for men and women, a child care drop-in program for HIV infected women, support groups, legal services and a buddy program. The Multicultural HIV Prevention Project provides a variety of educational models aimed at informing individuals of the impact of HIV infection on their lives and the tools and techniques available for preventing infection.

The objectives of the Community Health Department Social Worker are direct service including home visiting, consultation, integration, and coordination of services for elderly living in Cambridge who have problems related to or arising out of their health needs. Often this population is frail and isolated with multi-problems and is in need of a coordinated effort by several care givers to help maintain an independent life style. The average monthly client involvement is between 45 and 55. The social worker also offers on-going consultation and services to numerous community agencies.



A surprised Estelle Paris learns from Mayor Kenneth Reeves that the \$75,000 prize money from the Foster McGaw Award will be used as a scholarship, in her name, for community residents to pursue careers in health care.

This year the Community Health Social Worker has been an integral part of the planning process spearheaded by the Cambridge Council on Aging for a new city-wide multiservice, multicultural Senior Center.

In addition, the Health Department Social Worker with other community partners explores gaps in services for

older adults and helps plan and develop programs. In this effort, the social worker serves on a number of community boards and committees. Board affiliations include President of the Cambridge Council on Aging Board, New Communities Inc., which oversees adult day health programs and a congregate living facility for the elderly; and Cambridge and Somerville Cooperative Project (CASCAP) which develops and merges housing for mentally ill, disabled, and frail elders.

Environmental Health

During this year the staff has monitored hazardous material incidents in the City to a greater extent in order to compliment state activities. Staff also continue to participate in the Cambridge Biosafety Committee. Household Hazardous Waste Collection Days continue to be popular and well attended.

Tuberculosis Control Program

For the past fifteen years the Department of Health and Hospitals has cooperated with the Massachusetts Department of Health in providing tuberculosis services for the residents of Cambridge, Somerville and the surrounding area. Specifically, the program aims to prevent the transmission of tuberculosis by assuring that patients complete their therapy. In this way patients are rendered non-infectious, and transmission ceases. In addition, contact investigations around identified cases identify secondary infections and offer preventative therapy. Finally, persons in the community who are at high risk for tuberculosis are screened for infection and are offered preventative treatment in accordance with current standards.

The heart of the Cambridge Tuberculosis Control Program is its outreach capability, staffed by five well trained public health nurses, supplemented by a bilingual/bicultural outreach worker, and a bilingual/bicultural clerical worker. The nurses and outreach workers assure completion of therapy through home visits, supervised therapy, and regular clinic visits. The clinic is the other major component of the program, staffed by the same public health nurses and ancillary staff as well as by three experienced physicians. The clinic meets three times a week, attempting to cover morning, afternoon, and early evening hours.

In addition to the resources specifically associated with the TB program, the program benefits through access to Cambridge Hospital's extensive interpreter service, its neighborhood health centers, its HIV (Zinberg) clinic, its detox program, its mental health services, and its community health-oriented philosophy. The administration of Cambridge Health and Hospitals is dedicated to serving its community.

Public Health

Efforts within the Department of Public Health Nursing this year have been directed toward increasing the expanse of existing programs. Additional tuberculosis services include the hiring of an outreach worker to increase com-

munity TB services, and an additional TB clinic each week to service the growing patient need.

The Public Health Nursing Department continues to provide support to the residents and clinics in the homeless shelters, specifically in the areas of TB Control, surveillance of other communicable diseases, and training and education for shelter guests and staff. In addition, services are now being provided to the Day Care Center that provides care to the children of families who are homeless. Services provided by the public health nurse include immunization control and training and education.

The Public Health Nursing Department continues to provide influenza vaccine to Cambridge Health care providers and administers flu vaccine to residents of Cambridge in approximately 20 different sites. Nurses in the department investigate all reported communicable disease occurrences reported in this city, as well as participate in a statewide project investigating cases of Hepatitis B.

School Health

During the 1992-1993 year, further analysis of the health needs of Cambridge school children led to an increase of the concerns felt in previous years in regard to the health status of children and the effects on health of societal factors. Although many of the children are well cared for there are significant numbers who do not have primary care providers, who come from homes where it is difficult to give a stable environment for growth and normal development, who may be exposed to abuse and to witness violence, and where nutritional support may be in question.

Fortunately, there are also a number of groups who recognize such concerns and are actively working to provide solutions. These groups include the School Health Task Force of the Cambridge Health Policy Board, the Healthy Children Task Force of the Health of the City Program and the Coordinating Council for Children, Youth and Families (The Kid's Council).

Specific results of the Department's efforts include the addition of two school health nurses and six aides to augment the present staff and to work towards state recommended staffing patterns. Further discussions with School Department officials in regard to the collection and coordination of school health data have been promising.

The next year will include activities to improve the infrastructure of school health including ways to measure outcomes of efforts made.

Commissioner of Laboratory Animals

The care and use of laboratory animals in Cambridge is regulated by Ordinance # 1086. This ordinance establishes the office of Commissioner of Laboratory Animals (CLA) to oversee care and use of laboratory animals in the City of Cambridge.

Health Policy Board

The Health Policy Board (HPB) addresses and reviews health issues in Cambridge. Recently, the board was

expanded from fifteen (15) members to eighteen (18) members. Board members consist of Cambridge residents representing health and consumer advocacy.

In addition to its regular review duties, the HPB, in conjunction with the Commissioner of Health and Hospitals, is participating in the Assessment Protocol for Public Health survey, (APEX).

This process, developed by the National Association of County Health Officials (NACHO), assists health boards in meeting and assessing the health needs of the community.

NEVILLE MANOR

Neville Manor is a 179 bed nursing home, which serves adults from Cambridge who are in need of long term care. We provide many services to residents on site, including nursing, physical, occupational, and speech therapy; recreational therapy, social services, dietary services, and related services.

In FY93, the residents, staff, and board of Neville Manor undertook an eight month process which resulted in the drafting of a statement of mission, vision, and values. This statement will provide the focus for the provision of care and services to residents. (see attached)

In addition, we reorganized our nursing department, instituting the position of nurse manager on each of our five nursing units. The nurse manager has 24 hour responsibility for the unit, which improves continuity and communication. In addition, we instituted primary nursing assistant assignments, such that each nursing assistant cares for the same resident every day. In this way, the resident knows who will care for her each day and the nursing assistant becomes much more familiar with the residents for whom she is caring.

Neville Manor also undertook a major project to improve the physical condition of the building. Construction began in April on the replacement of our roof, the installation of electric doors at the front entrance, the repair of masonry, and the replacing of all our windows. These changes will make the physical atmosphere of Neville Manor more comfortable and inviting for the residents and their families, as well as the employees.

Neville Manor also dedicated a Reflection Room this spring in a ceremony that was organized by the Friends of Neville Manor and attended by residents, employees, and city officials. The Reflection room is a large room with carpeting on the floor, chairs donated by the Friends, and beautiful stained glass windows. Residents of many denominations enjoy using the Reflection Room for their religious observations.

We also installed a private room for residents and families to have private meetings or parties. A beautiful office, with a picture window overlooking Fresh Pond, was renovated for this purpose. The room was painted, carpeted, and furnished to provide a comfortable meeting place.

The Friends of Neville Manor opened a store on the third floor, with an additional display area in the lobby. Among its many items for the sale, the Friends store sells candy and personal items, as well as crystal, picture frames, wreaths, and seasonal items. The store has met with great success and enthusiasm from residents and employees alike.

Mission Statement

The mission of Neville Manor is to provide high quality, compassionate, long term residential care for adults in order to assist them to achieve their highest physical, mental, and emotional potential, and above all, to sustain and enhance their dignity. Our mission is to continually improve the spirit and quality of life for each resident. Our constituents are primarily the citizens of Cambridge.

Vision Statement

Neville Manor will be a home in which residents are comfortable and safe, enjoy privacy, make choices, and receive quality care that meets their individual needs.

Neville Manor will be a community characterized by companionship, independence, freedom, and mutual respect for person and property.

Neville Manor will be an organization in which mission, vision, and values guide our actions and hierarchy is de-emphasized. The facility will be unified and focused with systems which are progressive, flexible, and responsive.

Neville Manor will be an open cooperative environment, absent of blame and division. Feedback will be given and received with trust and respect. Cultural differences will be valued.

Neville Manor will be a home that reflects an atmosphere of harmony, enthusiasm, and energy. Working as a team, employees will anticipate and meet each others needs, thus enabling them to anticipate and meet the needs of residents and families.

Employees will be involved in decisions that affect their work environment and will be empowered to accomplish the goals of Neville Manor.

The leaders of Neville Manor will encourage learning and creativity on the part of all employees. We will use principles of continuous quality improvement, including interdepartmental teams, systematic problem-solving tools, communication, and empowerment.

Neville Manor will be seen as a leader in the long term care community, committed to our mission, and characterized by innovative resident care, financial stability, and deficiency free surveys.

Values

Neville Manor serves a variety of internal and external customers and must balance their respective needs. Continuously improving customer satisfaction is our measure of success.

A. Residents

We value open communication as fostered through empathetic, caring, compassionate listening and skilled care, while providing respect and dignity to promote trust, choice, and empowerment.

B. Families

We create an atmosphere of trust and openness which promotes good communication. We listen, understand the

concerns of families, and are responsive. We value family input into the care planning process and appreciate and encourage feedback. We are supportive and helpful to families on issues related to having their loved ones in a nursing home.

C. Staff

We foster an environment in which employees are respected and valued. Employees are involved in the decisions which affect their work and enable them to improve the quality of services they provide. We encourage creativity and promote a team approach towards common goals. We believe in supporting employee growth by providing a fair and respectful learning environment.

D. Volunteers

Volunteers are welcomed and their contributions are appreciated, respected, and recognized. Neville Manor provides a supportive environment in which the unique talents and skills of volunteers are utilized.

E. City of Cambridge

The community of Neville Manor endeavors to be loyal and accountable to the City of Cambridge as we strive to meet the challenges of long term care, now and in the future.

F. Payers

We are honest and accurate in the documentation of all services, giving quality and value to those who provide financial resources.

G. Referral Sources

We have a collaborative relationship with our referral sources, characterized by flexibility, responsiveness, openness, and thorough documentation.

THE CAMBRIDGE HOSPITAL

The Cambridge Hospital (TCH), a 176-bed full-service hospital owned by the City of Cambridge and affiliated with Harvard Medical School, is an outstanding example of a unified health care network. Going beyond the provision of direct medical care, the hospital displays its utmost commitment to improving the health status its community through its nationally recognized and innovative programs.

Under the auspices of the Department of Health and Hospitals, TCH's reputation has flourished in many arenas. The Board, Administration and Medical Staff are particularly proud of TCH's continued improvement in patient care services, which has occurred during the hospital's transition into one of the best public teaching facilities in the country. TCH is a site for Harvard Medical School's residency training programs in primary care/internal medicine, psychiatry, pediatrics, orthopedics, surgery and it is a Tufts Medical School affiliated ob/gyn residency.

Accreditation from National Organization

1993 has been a banner year for The Cambridge Hospital. Every three years, each hospital in the country must undergo an accreditation survey by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). In FY93, TCH passed rigorous surveys of every aspect of the institution's operations including, nursing and medical care, quality assurance, governance, and physical plant safety. Similarly, TCH's services meet the standards of the Massachusetts Departments of Public Health, Mental Health and Health Care Quality, College of American Pathologists and residency training programs.

National Recognition for Excellence in Community Service



City Manager Robert W. Healy and Mayor Kenneth Reeves at the announcement of Cambridge Hospital as the recipient of the 1993 Foster G. McGaw Award for excellence in Community Service.

After having the quality of its services validated by JCAHO, TCH entered the national limelight when it became the 1993 recipient of the Foster G. McGaw Prize, in June of 1993. This award is given annually by the American Hospital Association (AHA) and the Baxter Foundation to one hospital whose programs set an example and can be replicated nationally. The award recognizes excellence in community service. The Cambridge Hospital's innovative community programs have been hailed as national models and were publicly acknowledged by First Lady, Hillary Rodham Clinton, at the AHA convention in August of 1993, where Hospital CEO, John G. O'Brien accepted the Foster G. McGaw Prize before 4,000 health care industry leaders. Working with numerous community health, social and human service agencies as well as several City departments, TCH has developed unique, visionary programs to address its community's wide ranging health problems. TCH's multidisciplinary health care providers face problems in the community head on. Infants-at-risk, mothers with linguistic minorities are just some of the people whose lives are improved through the diligent efforts of TCH's award winning staff.



The staff of the Multidisciplinary AIDS Program, which was one of the programs hailed as a national model.

Award Winning Staff

In addition to the two outstanding accomplishments mentioned above, several dozen doctors, social workers and nurses, received awards in 1993 for achievements in their perspective disciplines. TCH is proud to have the following award recipients under its roof; Elvira Johnson RD, MS--the Distinguished Massachusetts Dietician of the Year, Kweku N. Ghartey MD, FRCS(C)--the Massachusetts Black Legislative Caucus Health Award, Michele C. Klopner PsyD--the Massachusetts Association of Mental Health Outstanding Program Director, Alan Abrams MD, MPH--the National Association for Home Care's Physician of the Year, Alfred S. Marguiles MD--the American Psychiatric Association's Nancy C.A. Roeske MD Certificate of Excellence and Hilary G. Worthen, MD--designated as an outstanding humanitarian by the J. Fred Waring Award from the Western Reserve Academy. These are just a few of TCH's winners of prestigious honors. These recognitions attest to the superb quality of patient care services delivered by TCH providers.

Campus Based Services

TCH offers a wide range of services. The Hospital's inpatient complement includes medical/surgical, intensive care, maternity, pediatrics, addictions treatment, and adult/child psychiatry units. Other Hospital-based services include the 24-hour medical and psychiatry emergency departments, adult and pediatric primary care practices, and outpatient specialty services, including eye, dental, cardiology, gynecology, orthopedics, surgery, occupational health, behavioral medicine, and podiatry services. 24 hour interpreter services are available and encompass 28 languages including sign language and ranging from Spanish and Portuguese to several Haitian dialects. Many of the most widely used departments are pleased to be operating in newly designed spaces. Cambridge Pediatrics, the Zinberg Clinic, the Primary Care Center and the Dental Clinic have all undergone significant renovations

and are now state-of-the-art. The Angiography and Cardio-pulmonary units have also been revitalized and now have up-to-the-minute equipment and friendly, multicultural staffs.



Darlene Rodenmacher, RN, and a friend.

Hospital Without Walls

In addition to the inpatient and outpatient services available on the Hospital's campus, TCH has extended its walls to include the community. Healthcare services can be accessed through the Hospital's highly acclaimed neighborhood health center system. The network of health centers located in the Cambridgeport, East Cambridge, North Cambridge, Riverside, and Windsor Street areas give Cambridge residents access to top quality primary care with attention to women's men's, senior, pediatric and adolescent health needs. Mental healthcare and social services are also available through the centers. The neighborhood health center system is staffed with multicultural and multilingual employees. The teen health center, located at the Cambridge Rindge and Latin School, provides primary medical care and school health services for adolescents. The new Riverside Health Center, located on Western Avenue, provides all of the services mentioned above and it houses the Breast Health Project, The Men of Color Task Force and the Haitian Mental Health Team. A new clinic for the elderly, which will be part of the city-wide senior center, is in the planning stages.

TCH provides much needed services, developed in response to our community's health issues. Examples of the model, community-based services include the following:

- **The Breast Health Project** is made up of a multicultural, multilingual team of women, which includes a nurse coordinator and two outreach workers. The goal of this program is to break down barriers, both cultural and economical that prevent women from having mammogram and regular check-ups. A mobile mammography unit is used to bring the service right into targeted neighborhoods.
- **The Men of Color Task Force** is up and running, with

a full-time director in an office in the newly built Riverside Health Center. The purpose of this task force is to link men of color to healthcare providers in the Hospital's system. Outreach is being done through neighborhood churches, schools, social and athletic organizations to encourage men of color to seek ongoing, preventive care. A diverse team of understanding providers at the Riverside Health Center includes both a male nurse practitioner and a male primary care doctor.

- **Housecalls for the Homebound Elderly** continues to be one of TCH's most inspiring services. TCH receives numerous inquiries from other hospitals around the country, who are seeking to implement similar programs in their communities. Housecalls provides medical evaluations at home by physicians from the Hospital's department of medicine, nursing visits from the Cambridge Nurse's Association, coordinated home care visits by Somerville Cambridge Elder Services, and mental health consultation and evaluation by the Geriatric Service.
- **The Child Care Center** is a Hospital-sponsored program that is convenient, affordable, and representative of the Hospital's multicultural work force. The program was developed in collaboration with the Department of Human Services, and is housed in the newly constructed city-wide youth center in Area IV. Enrollment began in the summer of 1993 and since its inception, it has been a success for TCH's hard working parents and their children.

Project REACH

TCH is planning for a healthy future with Project REACH, which stands for Renewal and Expansion as A Center for Community Health. In FY93, the City Council approved the 40 million dollar expansion project. Through Project REACH, the Hospital will be able to provide for its growing patient base, particularly in ambulatory care where 45% growth is anticipated during the next eight years. The project includes renovations of existing space, creation of an ambulatory care center and additional parking capacity. In a landmark agreement with the Mid-Cambridge Neighborhood Association (MCNA), the Hospital, MCNA and the City of Cambridge signed a Memorandum of Understanding (MOU). This unique document involves the Hospital's community neighbors in every aspect of the process of building and renovating TCH. Several sub-committees are currently at work, striving to create a building that addresses the neighborhood's needs while allowing the Hospital to continue providing health care services for the community in a dignified environment.

Inside the new building and throughout the existing space, patients will enjoy a renovated emergency department, a newly designed maternity unit, a completely modernized surgical suite and a functional, comprehensive ambulatory care center. Plans are in the works for a public education space where literature on health issues affecting people of all ages and all backgrounds will be made available. Throughout the final design, patients will find that attention to their comfort and needs has been the

driving force behind Project REACH. The new building will present a welcoming image to the community, while remaining respectful of its neighbors and in harmony with surrounding streets and homes. TCH hopes to break ground with the new building project in 1994.

Patients Served



A child is born in The Cambridge Hospital's birthing room.

The Cambridge Hospital prides itself on serving all patients equally, regardless of their ability to pay. Its patient population is diverse from socioeconomic and demographic perspectives. In addition to serving those of great need, The Cambridge Hospital has become more popular with professional families, who have learned of its excellent reputation and are eager to support its community services. The majority of its patients are Cambridge residents who enjoy the convenience of the neighborhood health centers and the campus based specialty clinics. Outpatient volumes show an increase in use by TCH patients and grew from 163,134 visits in FY92 to 178,354 in FY93, an increase of over 9%. Medicare, Medicaid, and Self-pay constituted approximately 80% of TCH's total charges in FY93. TCH has contracted with many insurers to continue providing access to patients who are members of health maintenance organizations. TCH currently has contracts with: Harvard Community Health Plan, Bay State, Pilgrim Health Care, HMO Blue, Neighborhood Health Plan and U.S. Healthcare.

Summation

The Cambridge Hospital's passionate commitment to its patients and community will never change. Looking ahead, TCH is building on its strength. In 1993, its 75th year, TCH has more patient driven programs in the works, including a women's health center, a birthing center, expanded geriatric services, and continued concentration and expansion in primary care services. In order to serve its community better, TCH will continue to forge partnerships with social and human service agencies, City depart-

ments and neighborhood organizations. The City of Cambridge has been most supportive of its public teaching hospital and is proud of this year's remarkable achievements. TCH looks forward to creating new community services and to remaining true to its mission of accessible, quality healthcare for all.

Human Services

The human service needs of the Cambridge community continued to grow this past year reflecting the general economic conditions in New England and the nation as a whole. The federal and state government continued to reduce funding in critical service areas, especially in emergency sheltering, child care and in-home support services for elders. The philanthropic community reported significant increases in demand for funding and the United Way was forced to reduce general operating funds for Cambridge agencies. While funding support decreased from most sources, needs continued to grow. In a survey of resident's needs conducted on behalf of the Department of Human Services and the City Council's Committee on Human Services and Youth, unmet needs were identified in the areas of employment and training, nutrition, health care, child care, and neighborhood safety. Additionally, the Human Services Commission identified domestic violence and early intervention support for children and families as areas needing particular focus and support. With the availability of data from the 1990 census, demographic changes which had been experienced in the human services provider community were documented. Significant increases in the immigrant population, particularly in the Haitian and Asian communities, have challenged the human services system to respond. Support for expanded interpreter and translator services has been a focus and efforts to support the human services community to provide culturally appropriate services has been a priority.

With the support and insight of the nine-member Human Services Commission, the Department responded to the community's needs through collaborations and partnerships with the City playing a significant role. Accomplishments included the opening of the new Area IV Youth Center which includes the Childrens Daycare Center, a collaborative effort between the City, Cambridge Hospital and Associated Day Care Services; the expansion of outreach and programming through the Multicultural Task Force; the addition of substance abuse prevention services and a preventive health curriculum in the network of youth centers; expansion of child care subsidies including the initiation of a Citywide Scholarship Fund; the initiation of a collaborative benefits outreach effort in conjunction with increased support for the Food Pantry Network; and, implementation of the Safe Neighborhoods Initiative citywide in conjunction with the Substance Abuse Task Force.

Planning & Development

Staff of the Planning & Development Division continue to work with the Commission for Human Service Pro-

grams and a number of other City departments and groups in the community to identify human service needs, and to develop resources to meet these needs. Among the planning areas this year were youth service programs, supported employment for homeless adults, supportive housing for homeless persons, benefits outreach programs and multilingual translation alternatives. Nutrition programs were particularly emphasized, ranging from the Summer Food and Nutrition Program, to major involvement and funding of the Pantry Network, to the federal Community Food and Nutrition grant to promote nutrition education and improvement. The Division provided staffing for the Human Services Strategic Planning Committee, and assisted with the Community Schools self-study, in addition to participating in many committees and work groups related to the areas noted above, and to substance abuse and violence prevention. The Substance Abuse Task Force completed its second year of operation under funding from the federal Center for Substance Abuse Prevention (CSAP, formerly called OSAP). Highlights of Substance Abuse Task Force activities included development of a mechanism for involving elders in prevention, training for merchants found selling alcohol to minors, proactive strategies to prevent underage drinking, the Youth Media Literacy project, and the North Cambridge Fair. The Grants Management staff were extremely active in this year developing, administering and monitoring 21 Community Development Block Grant (CDBG) contracts and nine Community Response Trust Fund (CRTF) contracts with local agencies, in addition to 23 CRTF contracts with grassroots organizations, and a number of grants from different funding sources.

Commission for Persons With Disabilities. The Commission experienced a very busy year due to the implementation of the Americans with Disabilities Act (ADA) in January 1992. Not only did the Commission continue and expand ongoing programs and projects such as issuing temporary handicap parking permits, providing information and referral and technical assistance to consumers, family members, employers, architects, developers, and businesses, and monitoring compliance with state and federal accessibility requirements in the private sector, but many new activities were initiated as well: the production of an open-captioned videotape regarding consumer rights under the ADA; the development of multi-media ADA information and public relations campaigns; the provision of intensive ADA trainings for City departments and public and private agencies and institutions in Cambridge and at the state and national levels; the planning and implementation of a citywide curb ramp and handicap parking analysis; the completion of a survey of municipal buildings for structural accessibility; and the fulfillment of the ADA's administrative requirements for state and local governments. In these efforts the Commission has worked closely with several departments, particularly the Law Department, the Public Works Department, the Human Rights Commission, and the Personnel Department to ensure a team approach to ADA compliance. Support among City departments has been enormous and oftentimes unsolicited. Numerous requests for structural, programmatic and employment accommodations made by individuals, institutions and employees have been fulfilled, including curb ramp installation and repair in areas of highly utilized by persons with disabilities, accessibility modifications to open spaces

and their structures, walkway replacement to enhance pedestrian access and safety, and signage and accessibility modifications at municipal buildings.

Kids' Council. The Coordinating Council for Children, Youth, and Families (the Kids' Council) brings together top City officials and representatives of the community to focus on the needs of the city's children and their families. The Council serves both as an advocate for children and families and as a catalyst for coordinating public and private services and activities for the City's children and families. The participation of its community/parent members allows community input into the City's development of policy and programs affecting children and families. As its first major project, the Kids' Council is overseeing the development of Centers for Families to serve children ages 0-12 and their families. The centers will forge links between families, schools, City departments and other service providers that support children and families. The goal is to provide supports that will give children a positive start and will help to prevent later difficulties. The centers will serve all families in a neighborhood and offer access to a variety of programs from before birth, when possible, through the child-rearing years. During this year, the Kids' Council has developed a proposal for two model centers for which it hopes to garner outside funding. As part of the Center project, the Kids' Council has worked this past year with the City of Cambridge's Health of the City Project, the Cambridge Hospital, and the Visiting Nurses Association of Cambridge to develop a home visiting program for all newborns and their families. An analysis of city spending on children and families, known as the "Kids Budget," has been developed with the help of a public policy intern. This analysis will be utilized in conjunction with the city budget process to create a dialogue on the needs of children and families. The Kids' Council has also co-sponsored, with the Department of Human Services, development of a childcare policy for the City.

Citywide Youth Employment Office (CYEO). An innovative partnership between the City's Department of Human Service Programs, Cambridge Community Services, and the business community, this office works to expand employment and career opportunities for Cambridge youth. It does so by generating jobs and training opportunities for young people, coordinating and facilitating the services of local youth employment agencies, serving as a program information and referral center, and identifying unmet needs in the community and developing strategies to address them. During the past year, CYEO successfully completed its second business-to-business jobs campaign resulting in a record number of private sector jobs; provided information and referral services to 200 youth in the Fall (with plans for serving approximately 400 youth as the summer months approach); sponsored a series of job-readiness seminars and workshops for over 100 youth, with the support of corporate volunteers; helped leverage an additional \$35,000 for the support of City Links, a public sector apprenticeship program for linguistic minority youth at Cambridge Community Services, created with the support of CYEO; developed a comprehensive community-wide plan for the future of youth employment services locally; and regularly convened key youth employment, school, business leaders and staff to coordinate, plan and strengthen local career opportunities. During the

coming year, CYEO will continue these activities and place an increasing emphasis on the development of apprenticeship opportunities in conjunction with the high school and other local coalitions. CYEO also plans to begin an evaluation process of the impact of summer job placement on local youths to inform and strengthen its job development efforts; to intensify educational information and referral efforts at CYEO's Youth Employment Center (located at Cambridge Rindge and Latin School); to help drop-outs make connections to existing employment and training services; and to increase media coverage and community awareness of youth employment and training efforts through visible events such as the upcoming youth employment luncheon with keynote speaker Lester Thurow, Dean of MIT's Sloan School of Management.

MultiService Center. The City's Multi-Service Center provided services to approximately 800 homeless individuals over the course of the year, including assistance in obtaining housing, mental health and substance abuse services, public benefits, employment and general counseling. Homeless families were served primarily by the Housing Search Program and by a new transitional housing program, Project SETTLE, for which the Cambridge Housing Authority provides housing and MSC staff provide intensive services. Housing Search placed 111 families in permanent housing, exceeding the contractual goal of 96. The Department of Public Welfare has praised the program for developing a mix of resources which enable substantial numbers of families to remain in Cambridge, despite high rents and scarcity of subsidies. Project SETTLE has already "graduated" six families into permanent housing, and expects 14 additional successful completions by July 31, 1994. MSC staff have also facilitated a number of options to enhance the economic self-sufficiency of clients emerging from homelessness. Included in these efforts are a Working Capital group to assist 8-10 women in entrepreneurial endeavors, obtaining a VISTA position for one client, and helping another woman to secure Family-to-Family funding through Social Action Ministries for a business start-up.

Community and Youth

The Division of Community and Youth Services supports a network of neighborhood-based operations that provide a variety of educational, recreational, social and cultural enrichment services for all age groups. This division assists neighborhoods in developing high-quality and cost effective programs. This was an exciting year for the Area 4 Crime Task Force, which procured its annual funding in a grant renewal from the Executive Office of Communities and Development, as well as through grants from Polaroid Corporation, Lechmere Corporation, and Draper Laboratories. Two neighborhood residents co-chaired the Area 4 Crime Task Force throughout the year, and helped establish an election process. This new process will bear its first fruit in October, 1993, with the election of a new co-chair. Police reports show a continuing gradual decline in street level drug sales and in violent crime in Area 4, and police personnel laud Area 4 Crime Task Force members for making good use of the Drug Free Anonymous Tip Line, which continues to be an important source of tips on "hot spots." Other highlights

for this year include the Fourth Annual Drug Free Community Fair, which 300 neighborhood residents, including many young people, attended; a series of three conflict resolution workshops held during the summer and early Fall; a series of block parties which were part of a Safe Streets community-building project; the publication of the Task Force's newsletter in 3 languages, English, Spanish, and Creole; and, a safety survey conducted by members which resulted in direct action to clean up several abandoned neighborhood buildings.



Catch of the day at the Maynard Halloween party, one of many put on by Community Schools to provide a safe and happy Halloween.

Neighborhood Coordinators work with their respective councils to solicit local involvement in the assessment of community needs to develop programs and services which address these needs. The efforts of the Neighborhood Coordinators are complemented by programs and services offered to pre-teens and teens at Youth Centers in five neighborhoods. Working with the Neighborhood Councils, the staff of Community Schools Program work to develop programs and services which reflect the interest and need of individual neighborhoods. The range of programs offered this year included: afterschool children's recreation and enrichment activities; adult education courses; cultural and social events for families and for the elderly; advocacy and referral services; holiday events and vacation programming. This past year, summer camps were offered for children at 11 Community School sites, serving approximately 500 children. This year the Community Schools program provided service to 7394 children, 2112 adults and 5583 seniors. In addition, programs attracted over 8646 participants to such special events as neighborhood potluck dinners, children's dance and theater performances, trips, Halloween parties, Black History Month Celebration and Gospel Night, and neighborhood arts festivals. Community Schools were also active in creating and collaborating with Safe Neighborhood organizations, participating in the SHARE food program and commodity foods distribution. Community Schools Programs also developed and began many fruitful collaborations with other agencies, Boston Museum of Science, Cambridge Public Library, Cambridge Camping, Cambridge School

Department, The Arts Council, Office of Substance Abuse Prevention and the Mayor's Office. The Multicultural Task Force, which also comprises members from other Human Service Divisions, expanded to include the Diversity Collaborative, which offered lectures on multicultural issues. In addition, the Task Force sponsored Children's early release day events at the Cambridge Multicultural Art Center, the third annual Gospel concert, Black History Month Family Night with awards and art contest, and luncheon forums on current topics for City workers. The Cambridge Performance Project Inc. entered its eighth year and offered 13 classes in 6 schools and the Central Square library, serving 200 children. It continued to receive outside funding from the Massachusetts Cultural Council and local corporations and foundations. The project extended its outreach to linguistic minorities and economically disadvantaged, brought in \$ 52,223 in outside funding, tuition and grants, and continued the Back Porch Dance Company, an Intergenerational, multi-ethnic performance group.



Cambridge performance project family night at Cambridge Multicultural Art Center dancing and theater games for all ages.

The Cambridge Youth Program operated out of five Youth Centers and six drop-in sites at local elementary school gyms. This network of neighborhood youth centers and drop-in sites provide youth with a variety of programs and services geared to enhance the quality of life of Cambridge youth. Educational programs offered included: a pilot program for Pre teens offered by the Harvard Medical School which focused on nutrition, self esteem and sexuality; The Dating Violence Intervention Project for teens; educational seminars dealing with College Awareness, job information, resume writing and peer leadership. The Youth Program continued to build upon its collaborative projects with CASPAR (Substance Abuse/Alcohol Education) and Cambridge Cares about Aids (Aids prevention). Collaboration with the Cambridge School Department, Community Response Crisis Team, Positive Edge, Violence Prevention Task Force, Substance Abuse Task Force, Police Department and the Juvenile Court System has strengthened this program. Recreational programs continued to expand in flag football, floor hockey, basketball,

female volleyball and leisure activities and has assisted in recruiting new members to the Youth Program.

Recreation

The Recreation Division is responsible for the development, implementation and supervision of year round city-wide and neighborhood recreation programs and facilities. The Recreation staff also coordinate all permits for youth and adult programs and responds to requests for the use of municipal recreational facilities. Staff are responsible for the coordination of schedules and overall supervision of league play for the adult leagues. This year, the Recreation Division participated in the planning and design of capital improvements to Hoyt Field, Market Street Playground and Phase II of Mayor Thomas W. Danehy Park. The division was also involved with the Open Space Planning Committee comprised of representatives from Human Services, Community Development, Public Works, the City Managers Office, the Historical and Conservation Commissions and the Water Department. The Committee submitted and had accepted the Five Year Recovery Action Plan for the Urban Park and Recreation Recovery Program. The Youth League Advisory Committee was formed this past year to deal with such issues as improved coordination, joint purchasing policies and cooperation among providers. The Division also coordinated the Sixth Annual City of Cambridge Road Race benefiting the Community Learning Center/English as a Second Language Programs. The Race attracted over 400 runners and \$24,000 in corporate and individual donations.

The summer program provides 15 full-time recreation leaders and a full time supervisor to offer programming based at neighborhood playgrounds. Activities this year included participation in the planning and supervision of the annual summer teen concert series at six playground sites, assisting in the Massachusetts Bay State Games held in Cambridge again for the second time; sponsorship of the Ninth Annual Inter-City Baseball Tournament with the Somerville Recreation Department; and joint sponsorship of the Eighth Annual City-Wide Youth Games. The Gold Star Pool is open seven days a week for eight weeks during the summer. This year there was a continued expansion of services in order to provide swimming lessons and activities for various city and non-profit agencies. In addition, capital improvements to the facility have begun which will include improved access and circulation, upgrading of showers and locker rooms and renovations to the roof.

The War Memorial Pool and Fieldhouse offers a variety of swimming and recreational opportunities to Cambridge youth and families. The facility is open daily, evenings and weekends except during the summer months when it is not open on weekends. Activities at the War Memorial for youth include tennis, karate gymnastics and dance and are scheduled after-school and on weekends. Adult activities, which are held in the evening and on weekends, include dance, aerobics, exercise and tennis. All classes and activities are funded entirely by user fees. The development of the mail-in registration format and the computerized enrollment procedures has resulted in full levels in all classes scheduled. Accomplishments for FY93 include the implementation of a computerized registration format which has improved the program enrollment

process; and the elimination of the pre-summer two week closing period through a reallocation of existing funds.

The Special Needs Program provides year-round recreational programming for special needs participants ranging from pre-school to young adults. The year accomplishments included development of a Unified program which integrates special needs children with other athletes from Cambridge through the Special Olympics and a volleyball program at the Gately Youth Center.

Mayor Thomas W. Danehy Park, located on the former landfill site in North Cambridge, was designed with the idea of allowing for both passive and active recreational use. With the addition of five acres of open space through the renovations to St. Peter's Field and Rothlesberger Park, this total fifty-five acre site has become the main setting for a variety of athletic, multi-cultural and passive events and programs. This year, the Park hosted the second annual New England Kite Flying Festival, the first Cambridge Haitian Multi-Cultural Festival, a series of family and children concert series in conjunction with the Cambridge Arts Council, formation of the Friends of Danehy Park Advisory Committee, and continued to be the primary site for softball, football and adult and youth soccer leagues. In addition, the adjacent St. Peter's Field was the main setting for the high school, Babe Ruth and senior Babe Ruth baseball leagues. St. Peter's Field was also the site for the Eastern Massachusetts Babe Ruth Baseball Tournament, the first time Cambridge has hosted this event.

The Thomas P. O'Neill, R./Fresh Pond Golf Course, the City of Cambridge's Municipal Golf Course at Fresh Pond is in operation from early April through early December, is fully funded by fees and memberships and provides recreation for men and women of all ages. This past year, the golf course experienced major changes and improvements in regard to its daily operation and management and to the physical conditions of the course. Included in this is the management and participant policies implemented by the Golf Professional/Director; the opening of a full scale concession area; the addition of golf carts for participant use; active participation with other City Departments in regular meetings dealing with improved management and coordination of the Fresh Pond Reservation; installation of a state of the art water conservation automated irrigation system; improved fairway drainage system; renovated tee areas and development of a close working relationship with the Conservation Commission in developing of maintenance and management standards. Plans for the coming year include tee renovation and expansion; development of a trap improvement program; and major renovations to the Clubhouse which will include handicapped accessibility; addition of a new community room for course and neighborhood use; and renovations to the parking lot and existing tennis and basketball courts.

Council on Aging

The Elderly Services Division is the center of planning, specialized service delivery, and interagency coordination for approximately 15,000 elders living in Cambridge. The division plans, develops, and coordinates services which assist elders in maintaining their dignity and quality of life within our community. The division also works towards balancing the dramatically increasing demand for services

with both available and potential resources. The Council on Aging serves approximately 7,000 elders a year in program locations throughout the City. This year the Council worked closely with a small non-profit senior drop-in center, the Community of Elders, to assure that vital services offered at their center would continue in spite of declining financial philanthropic support. The City assumed sponsorship of this center in July of 1992 and will continue operation until the program is smoothly merged into the new senior center.

This year the Council on Aging has been actively planning for the new senior center. The architects, DiNisco Kretsch and Associates, have been working with COA staff and all user groups to develop plans for the building. The City Manager has approved a 5,000 square foot addition to the building which will provide more light and better space for senior activities. Windsor House Adult Day Health Center will relocate from 105 Windsor Street to the ground floor, offering services and programs for frail elders. The first floor will provide drop-in activities, a food pantry, kitchen, dining room, and large multi-purpose room. Breakfast and lunch will be offered seven days a week. The second floor will provide a variety of spaces for activities including a game room, arts and crafts, card room, and a lounge. The third floor will house the Council on Aging and a new geriatric health center operated by The Cambridge Hospital. The new senior center is expected to be open by the summer of 1994. The Council's multicultural outreach continues through the elder Haitian program, Grandet An Aksyon, still operating weekly at the Moore Youth Center. A new outreach effort to Portuguese elders is being planned for next year. The Council van continues to offer daily service to Cambridge elders during the day and the special needs children's program offered by the Recreation Division on evenings and weekends. The COA offers shopping assistance three days a week to elders unable to use public transportation; provides outings to nursing home residents several times per month; mall trips each Friday, and weekly transportation for Haitian elders to Grandet An Aksyon. Finally, the COA has incorporated a private, non-profit organization called Friends of the Cambridge Council on Aging, Inc. to assist in fundraising to supplement City funds for aging programs. The Board of the Friends will be soliciting donations of some of the furnishings for the new center as well as creating a funding base to supplement operational costs.

The Council on Aging continued operation of the North Cambridge Senior Center serving approximately 1000 elders. This cost center supports a full-time coordinator for the North Cambridge Senior Center where a variety of social, recreational, educational, and health services are offered. Also included in this cost center are the rent, utilities, and general operating costs for the center. The center offered a variety of health, education and recreational programs including a daily hot lunch program. An innovative grant through the Cambridge Arts Lottery allowed 14 women to create unique autobiographical quilts which were displayed at several locations. The Council received one of three grants awarded in the state through the National Eldercare campaign. These grants seek to address local problems through public/private partnerships. Cambridge was awarded \$22,172 per year for three years. This grant provides outreach for geriatric substance abuse through a collaborative agreement with the Somerville

Council on Aging and Heritage Hospital. Through this grant, special programs have been provided at all local senior housing buildings incorporating a new game, "Get Smart" as a teaching tool. The game is played similar to bingo and offers education regarding wise use of medications and alcohol. This year the Council completed a needs assessment of Asian elders through a mail survey. Based on the responses received, a monthly program for Asian Elders was initiated at the North Cambridge Senior Center. It has expanded to include a social service/benefits assistance component in collaboration with the Greater Boston Chinese Golden Age Center. The Pearl Street Senior Center, located at 15 Pearl Street, serves an elder population in Central Square who are predominately low income. Programs are designed to meet the special needs of this population including homelessness, substance abuse, and deinstitutionalization. The center serves more than 500 people per year providing essential services such as daily hot breakfast and lunch, dinners for the homeless, benefits assistance, counseling, and drop-in programs.

Childcare

The City's long-standing commitment to providing quality childcare services to over 300 children continued this year at the eight Afterschool Programs located at the Fitzgerald School (Gately Shelter), Fletcher School, Graham & Parks School (2 classrooms), King School (2 classrooms), and Maynard School; and the four Preschool Programs located at the Fitzgerald School (Gately Shelter), Longfellow School, King School and Haggerty School. All programs provide a warm, relaxed and secure setting in which children enjoy learning while participating in creative play and developmental activities. The Childcare programs are supported by three funding sources. Municipal revenues make up 46% of the cost of operating the Childcare Programs. Parent fees constitute 38% and the Commonwealth's Department of Social Services supports 16% of the total program income. DSS funds support the tuition of 28 income-eligible children. The City increased the amount of scholarship funds available to parents an additional \$50,000 bringing the total amount to \$135,000. This level of support demonstrates the City's commitment and leadership in the provision of quality, affordable childcare to its citizens.

The Pre-School programs serve children ages 2.9 to 5 years old. The King and Longfellow School sites offer year-round, full-day programs providing children with developmentally-appropriate activities with a particular emphasis on the cultural and economic diversity of the children enrolled. The Pre-schools offer a wide range of options for parents: full-days at the King and Longfellow; or, half day, 2, 3 and 5 day options at the Haggerty and Fitzgerald. This year, due to the renovation of the Haggerty School, the Haggerty Pre-school was temporarily relocated to the Sacred Heart Church in Watertown which is within walking distance of the Haggerty School. The King, Longfellow and Fitzgerald Pre-schools have all experienced increased enrollment. Participating in an expanded contract with the School Department, Bureau of Pupil Services, for four slots and an additional three slots funded through the Community Partnership grant from the Department of Education will increase enrollments at the

King and Longfellow also. All four Pre-schools were successfully awarded Office For Children licenses again this year. The Afterschool Programs offered at the Fitzgerald School (Gately), Fletcher School, Graham & Parks School (2 classrooms), King School (2 classrooms), and Maynard School provide activities for children, Kindergarten through 5th grade, according to their interests and needs. Additionally, two of the program sites, Graham & Parks and King expanded to serve children enrolled in the 6th grade. Part-time enrollment was also offered in the school age sites this year with over 20 children taking advantage of either two day enrollment on Tuesdays and Thursdays, or three day enrollment on Monday, Wednesdays and Fridays. The Afterschool sites also received approval by the MBTA as locations for employee childcare enrollment and reimbursement. Office for Children licensing of all school age sites will be completed this year. Due to low enrollments in FY92, the program offered at the Harrington School was closed for FY93. Capacity at other sites was increased from 24 children per program to 26 resulting in no reduction in service. The Childcare Newsletter, "Bridges", as well as parent meetings continue to be a successful means of communicating with parents. New initiatives include facilitating meetings with Childcare providers in Cambridge and Somerville to discuss methods of pooling resources along with the development of a local "Service Bureau" to provide support to programs. Continued coordination with the School Department regarding childcare information in connection with Kindergarten assignments and school information sessions have been very successful. The Childcare Policy and Planning Steering Committee convened its first meeting in March of 1993 with the goal of developing a comprehensive Childcare Policy as well as guidelines for a citywide tuition assistance fund based at the Child Care Resource Center.

Community Learning Center

As the primary Adult Basic Education program for the City of Cambridge, the Community Learning Center (CLC) serves 1,000 students annually in four program areas: English as a Second Language, literacy, GED preparation, and the Adult Diploma Program. Day and evening classes are offered year-round at 19 Brookline Street. Seven levels of English as a Second Language classes are provided 3 to 6 hours per week: ESL 1 to 5 are based on conversational and grammatical ability; ESL Literacy 1 and 2 are for students who have very limited literacy in their native languages. The CLC offers four levels of basic reading, writing, and math classes ranging from beginning literacy to the 8th grade level. The intensive literacy program meets 20 hours per week; other classes meet 6 to 9 hours per week. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School diploma to adults based on a combination of demonstrated competency in reading, writing, and mathematics, and credit for previous coursework, employment, home management, languages, and other life experience areas. All CLC students receive educational counseling, and individual tutoring is available as needed. In addition to City funds, the Community Learning Center receives grants and contracts from several sources including the Massachusetts

Department of Education, the JOBS program, the Job Training Partnership Act, Cambridge Head Start, the Cambridge Housing Authority, and the National Institute for Literacy.

Along with the core program, the Community Learning Center offered several special programs this year. In collaboration with the Cambridge School Department and Community Schools, the CLC runs a computer-assisted family learning center at the Harrington School. Workplace education programs have been provided at The Cambridge Hospital, Neville Manor Nursing Home, and Sancta Maria Nursing Facility. A special education program for homeless adults is offered in collaboration with several of the city's shelters. A joint program with the American Red Cross trained 14 low-income English as a Second Language students to meet the requirements to become certified as home health aides and nursing assistants; almost all found employment in the field within two months of program completion. Teachers have developed curriculum in the areas of mathematics, workplace education, and health education.

Veterans' Services



Mayor Kenneth E. Reeves and members of the City Council with Veteran's groups during the Memorial Day exercises.

The Department of Veterans' Services is an advocate for veterans and their dependents. Applicants are advised of services, benefits and entitlements.

During FY93 over 500 applications were processed including Veterans' Affairs claims for life insurance, death and disability benefits, burial plots and grave markers. The Department also assisted pensioners with their Veterans' Affairs Eligibility Verification Reports.

Cambridge veterans and their dependents received V.A. benefits in excess of 7 million dollars during FY93.

The department in conjunction with the Cambridge Veterans Organization, coordinates public celebrations on Patriots', Memorial and Veterans' Days. Other activities include dedication of streets, squares and parks in honor of

veterans killed in action. Each Memorial Day in excess of 5,000 flags are placed on the graves of veterans interred in Cambridge Cemeteries.

The costs of public celebrations have stabilized over the last several years. However, expenditures for the decoration of graves as mandated by M.G.L., Chapter 115 have risen due to the increased mortality in the veterans community.

The Veterans' benefits program currently provides financial assistance to needy veterans and their dependents, who have served honorably during WWI, WWII, the Korean Conflict, the Vietnam Era and the Persian Gulf War, as well as those veterans in receipt of Campaign Medals for Operations in Lebanon, Grenada and Panama.

The cost of the program is reimbursed to the City by the Commonwealth at the rate of 75%.

Commission on the Status of Women

The Cambridge Commission on the Status of Women was established by the Cambridge City Council as a department of city government on October, 1977. In February, 1978, 20 women were appointed by the City Manager to: "act as a centralizing force in the City of Cambridge and the community to deal with all women's issues... (and) to take such action as the Commission considers appropriate to ensure the equal status of women of every race, creed and color, national origin, age and sexual preference."

The Women's Commission was further required by the City Council to design and implement programs that promote equality for women in the city, to develop and recommend policy to and coordinate activities of all departments, divisions and agencies of the City on issues affecting women and to initiate, coordinate and monitor legislation which promotes equal status of women in City, State and Federal levels.

In order to carry out this mandate, the Women's Commission has worked consistently in four priority areas: Women's Safety, Women's Health, Economic Justice and Education and Outreach.

WOMEN'S SAFETY

1. Domestic Violence

- **Operation Safe Home:** Working with the Cambridge Police Department, the Women's Commission wrote a grant to expand Domestic Violence programming in the city. The Cambridge Police Department was awarded \$27,000 to initiate training of all officers, a special Domestic Violence Investigations Unit, a computerized data base of all restraining orders and warrants and the hiring of an intern to manage the database and provide liaison with community-based advocates.

- **Domestic Violence Task Force:** The Women's Commission convened and chairs a monthly meeting of repre-

sentatives of the Cambridge Police Department and every community agency and organization which deals with domestic violence. The Task Force has played a key role in revising and advocating for legislation proposed by Sen. Barrett, including a statewide registry of domestic violence convictions and limitations on gun permits for those accused and/or convicted of domestic violence crimes. The Task Force provides a forum for sharing resources and information, evaluating new technology such as personal alarm systems and advocacy for changes needed in court and probation procedures. The Task Force is also actively evaluating access to services for families whose primary language is not English.

- **Domestic Violence Awareness Month Press Conference:** On October 8, 1992, the Women's Commission coordinated a press conference for District Attorney Tom Reilly, State Sen. Michael Barrett and Police Commissioner Perry Anderson to announce new and coordinated state, county and city efforts to stop domestic violence and further support and protect those affected by it.

- **Public Hearing on the Crisis in Middlesex Probate and Family Court's Response to Domestic Violence:** The Cambridge and Somerville Women's Commissions co-sponsored a public hearing in City Council chambers on October 21, 1992 to bring attention to dangerous and unprofessional practices in the county's Probate Court system and how they affect battered women. The hearing prompted a meeting between senior officials of the court system and legal advocates who presented a draft of standards of judicial conduct developed by the ad hoc Community Advocates for Middlesex Probate Court, of which the Women's Commission is a member.

- **Cambridge Hospital Protocol:** The Executive Director coordinated the development of an updated protocol for the Emergency Department and other front line staff at the hospital for early detection of domestic violence as a possible cause of injury and a referral and follow-up process. A resource card has been made available in the hospital and in every Neighborhood Health Center.

2. Sexual Harassment

- **City Policy:** The Executive Director participated in the development of a revised city policy and adjudication process for city departments in an effort to limit any practices of sexual harassment in city workplaces. The Commission assisted in the planning and implementation of a training program for every department head and personnel director as well as a train-the-trainer program for designated department representatives.

WOMEN'S HEALTH

1. **Women's Health Task Force.** The Executive Director staffs and a Commissioner sits on this on-going task force of The Cambridge Hospital Health Policy Board

to monitor and recommend changes in women's health programs. The Executive Director serves on the Planning Committee for a Women's Health Specialties Center in the new wing of the hospital. The planning efforts center on creating a network of connecting specialty services so women from puberty to older age will receive comprehensive prevention-oriented care.

2. **Women and AIDS/HIV.** The Executive Director sits on the Cambridge AIDS Task Force and chairs its Public Policy Committee. In response to the alarming statistical increase in women with AIDS/HIV infection, and the increase in transmission due to sexual contact, the Public Policy Committee continues to monitor and support the ordinance requiring condom vending machines in all places of public accommodation in the city.

The Commission sponsored, with the Arts Council and Cambridge Cares About AIDS, a series of women-oriented educational programs about HIV/AIDS during February, 1993 in conjunction with the display, "Sacred Condoms" at Gallery 57.

3. **Teen Health Center Advisory Board.** The Executive Director continues to serve on this board, which is studying the results of the recent all-school Teen Health Survey to determine new services which the Teen Health Center might need to initiate. The Executive Director works particularly closely with the Dating Violence Intervention Project, one of the providers working in the Teen Health Center on issues relating to violence against young women by men in their lives.

ECONOMIC JUSTICE FOR WOMEN

1. **Domestic Partners:** Members of the Commission and staff participated in drafting and advocating for the passage of the city's Domestic Partners Ordinance which provides some rights for lesbian and gay families and non-married heterosexual couples, including access to health benefits for partners of city workers.

2. **Women in Public Housing:** The Commission continues to work with women in public housing throughout the city. The Executive Director has been providing technical assistance to the all-tenant Board of Directors of the Jefferson Park Writing Center. She also sits on the Advisory Committee to the Family Center program at Roosevelt Towers and on the Board of the Community Arts Center at Newtowne Court.

EDUCATION AND OUTREACH

1. **Women's Town Hall:** On October 28, 1992 the Commission celebrated its 15th Anniversary with a Women's Town Meeting in City Council chambers.

The event was conducted in four languages: English, Haitian Kreyol, Spanish and Portuguese. The goal was to create a forum in which women from across neighborhoods, languages, ages and races might talk with each other. Commission members met with women in churches, community groups and homes to talk about the Commission, listen to concerns, and invite women to the Town Meeting which provided simultaneous translations, childcare, food and was cablecast throughout the city. The program was shown throughout the following month on the city's municipal channel. A summary of the issues raised by the women in attendance has been prepared and will be used to set the Commission's agenda as well as to continue community-based meetings where women can speak to each other and to the government about their needs and concerns.

2. **High School Young Women's Commission:** The Commission has convened and staffs the nation's first high school-based Young Women's Commission at Cambridge Rindge and Latin School. 150 young women and 3 young men have attended at least one activity, representing all the programs and every grade of the high school. The group wrote an original play for and coordinated an all-school assembly for Women's History Month. The group has received national attention in Education Week, a publication which goes to every high school in the country and on ABC's Nightline.
3. **International Women's Day:** The Commission celebrated the March anniversary of International Women's Day with a daylong festival at the Longfellow School featuring a Safety Awareness Workshop, a program of presentations by young women and a dance.
4. **Cambridge Women in Cable TV (CWIC):** The Commission's Administrative Assistant continues to provide staff support to this group of women who learn video production skills together and volunteer to produce "Cambridge Women Present..." a weekly show on women's issues (a new show produced each month and shown each week of the month at a regular time).
5. **Lunch Meetings for City Employees:** Commission staff have collaborated with the Multicultural Committee of the city's Human Services Department to develop a series of topical brown-bag lunch meetings for city employees with guest speakers. Topics for 1992 and 1993 have included, "African American Women in History," a video and discussion led by its maker; "The Story of X and O," a film and discussion about being different in the workplace; "Talking about the Rodney King Verdict" with members of the Unity and Justice Commission; "Multiculturalism during the Holidays;" "Sexual Harassment," "Let Life be Yours, the Story of Cambridge Working Women;" and "The

Sandwich Generation, Workers Caring for Both Parents and Children."

6. **Reception for Elder Women:** With the city's Council on Aging, the Women's Commission organized a reception to celebrate the exhibition of "Autobiographical Quilts" by women from the North Cambridge Senior Center.

Human Rights Commission

Created by ordinance in 1984 with the express purpose of protecting the human rights of all citizens of Cambridge, the Cambridge Human Rights Commission functions as this city's own civil rights law enforcement agency. In furtherance of its mandate, 1991 brought the passage of a "Fair Housing" Ordinance to enable the City of Cambridge to comply with federal law and maintain federal funding for the City's fair housing program, conferring administration and enforcement on the Cambridge Human Rights Commission.

The Commission, through its Executive Director, enforces the provisions of both Ordinances which protect Cambridge citizenry from discrimination in the areas of employment, housing, and public accommodations, on the basis of race, color, sex, age, religious creed, disability, national origin or ancestry, sexual orientation, marital status, family status, military status, and source of income.

With authority to receive and investigate discrimination complaints, the Commission mediates, issues final investigate reports, holds public hearings, imposes fines and other remedies, including damages and injunctive relief, and presents findings to the City Manager and to other governmental agencies.

As part of its mandate, the Commission works with the City Manager on all matters pertaining to human rights in Cambridge, and ensures that all City departments, agencies, employees and contractors conduct City business and deliver City services to all persons in a non-discriminatory manner.

ACCOMPLISHMENTS AND ACHIEVEMENTS

A. ENFORCEMENT

During FY93, the Commission expanded its civil rights enforcement efforts. Over 66 new complaints of discrimination were investigated and 73 complaints were closed, utilizing mediation techniques. Cases were filed in the following areas: employment - 21; housing - 39; intimidation/violence - 2; and public accommodations - 10.

The following table is a breakdown of complaints filed (note that often complaints are filed on more than one basis, such as race/color and national origin, so that the total number of complaints in the table exceeds the total number of cases filed).

	<u>Employment</u>	<u>Housing</u>	<u>Public Accommodations</u>	<u>Intimidation Violence</u>	<u>Total</u>
Age	4				4
Disability	2	10	1		13
Family Status		6			6
Marital Status		1			1
National Origin	4	3	3		10
Race/Color	6	4	4	2	16
Retaliation		1			1
Religion		2	1		3
Sex	1		1		2
Sex Harassment	3	1			4
Sexual Orientation	1				1
Source of Income		11			11

1. Fair Housing

The Commission accomplished a major goal by obtaining HUD certification as a Substantially Equivalent Agency. This certification will enable the Commission to continue to receive federal funds to support the City's fair housing efforts. The Commission was the only local agency in New England to receive certification.

2. Employment

The Commission remains the only municipal agency to enter into a work sharing agreement with the Massachusetts Commission Against Discrimination to investigate complaints of employment discrimination in the City. Under the work sharing agreement, the Commission is compensated on a per case basis for the successful resolution of complaints.

B. CITY RESOURCES

The Commission continued in its mandated role of providing technical assistance and support services to the City Manager and City agencies in the human rights area.

As part of its collaborative efforts, the Commission worked with the Commission on Persons with Disabilities to establish a mediation process for complaints alleging violations of the American with Disabilities Act. Under this process, Commission staff will function as mediators. The Commission also worked with the Women's Commission, the Personnel Department and the City Manager's office to establish comprehensive training on sexual harassment for City employees, and to refine and improve the City's complaint process for sexual harassment complaints.

The Commission designed and conducted an expanded in-service training on hate crimes and the Massachusetts Civil Rights Laws at the Cambridge Police Academy.

C. COMMUNITY OUTREACH

In April, the Commission implemented a Fair Housing Month Campaign which included extensive advertising on the Red Line and Cambridge buses, as well as distributing fair housing brochures in English, Spanish, Portuguese and Creole. Commission staff participated in numerous presentations to both community groups and City agencies on fair

housing issues.

The Commission investigated several bias incidents in the City, and worked with the Cambridge Police, the Massachusetts Association of Human Rights Commission, and the Department of Justice Community Relations Service to educate the public about hate crimes.

The Schools

Fiscal Year 1992-93 again brought national acclaim to the Cambridge School Department. Awards and honors were bestowed by professional organizations including the Carnegie Foundation for the Advancement of Teaching, The Ford Foundation, and the DeWitt-Wallace Foundation. Carnegie, following a country-wide study, named Cambridge a national "Star of Choice," one of three school systems selected for this honor nationally. The Ford Foundation and Harvard University's Kennedy School of Government singled out Cambridge Rindge and Latin School for its "Innovation In State And Local Government Award" based on the Rindge School of Technical Arts "Cityworks" program, and granted "Cityworks" a \$100,000 prize. DeWitt-Wallace Foundation, conducted a national study of schools and their relationships with the community, cited the involvement of the Cambridge Partnership for Public Education, and awarded Cambridge Schools a \$1.2 million grant and inclusion in its National Library Power Program.

In addition to these national honors, Cambridge was the recipient of the "1993 Multicultural Recognition Award," from The Network, an international multicultural organization. Cambridge was chosen by the Network for its "outstanding efforts in celebrating diversity." Elementary science teacher Mildred Feloney was enrolled in the Association of Science-Technology Center's "Honor Role of Teachers," and the Graham and Parks Alternative Public School was named one of "America's Best Schools" by REDBOOK Magazine. U.S. NEWS AND WORLD REPORT, in its January 11, 1993 edition, selected Cambridge Schools' Choice Program among nine programs nationally to form "The Perfect School," and NBC-TV and ABC-TV focused on the Cambridge Schools in network television special programs on education on May 26, 1992, January 23, and June 9, 1993.

Students' success, the ultimate measure of achievement

of the Cambridge Schools, brought honors to the system from a number of avenues. Annie Brown and Clay Ward gained acclaim as National Merit Award Semifinalists, Wenimo Poweigha was commended as a National Achievement Outstanding Negro Student, and Diego Sanchez was honored as a National Hispanic Scholar.

The CRLS Chess team, for the second consecutive year, won the Massachusetts chess championship and the Drama Society captured top recognition statewide. The Chess Champions are Ben Blum-Smith, Danny Clark, Brian Duran, Bart Leib, Ramal Lightsey, Kun Wang, Randy Wu and Kai Xie.

Harvard University's Superintendents' Round Table, an organization of leading school administrators from across the state, set a precedent and honored Cambridge by electing Schools Superintendent Mary Lou McGrath as its first woman president.



Schools Superintendent Mary Lou McGrath meets with primary grade students.

Support for the schools, particularly from the City Manager, City Council, School Committee, local business, universities and parents remains a mainstay of the city's national regard as a leader in public education. Despite the international recession and the national trend toward reducing support for publicly funded programs, Cambridge rallied behind its schools and offered students strong financial backing, marking Cambridge's allocation of an

average of \$10,000 per pupil among the highest in the nation. (Average funding costs per pupil nationally falls near \$5,000.) Cambridge also broke ground for new buildings to replace the Haggerty and Agassiz Elementary Schools, projects that are expected to be complete by 1994 and 1995 and opened a new school in Cambridgeport to meet growing parent requests for added developmental education programs.

Student enrollment continued its increase, rising from 7,904 in FY92 to 8,023 in FY93, with a minimum rise in the school budget from \$71.8 million in FY92 to \$74.6 million in FY93. Of the FY93 figure, \$52.5 million was funded from local taxes and \$21 million provided from state and federal aid. An analysis of funding within the School Department disclosed that 27.4% of the education budget was directed at elementary schools, 15.7% to the high school, 3.3% for school district management, 12.3% for employee benefits, 11.7% for school support service, 4.9% toward debt service, and the remaining percentage to learning, central, and school support.



Morse Elementary School students join in Spring "Environmental Day" clean up in the schoolyard. From left: Christine Balaban, Thy Diem, Monae Lacy, Clifford Hillaire, Michael Plummer, Sulayman Abdulhafi.

Full time school staff increased over the past year from a total of 1132.7 in FY92 to 1168.2 in FY93. Personnel increases showed in the number of classroom teachers (from 717.9 to 734.7), full time aides (from 149 to 153), administrators (74.7 to 78.7), custodians (71 to 76.5), and clerical staff (79.3 to 83.8).

The Cambridge School Committee addressed the issue of school equity, focusing on development of mathematics, language, computer technology and science citywide curricula, and directing that educational opportunities in each school be offered equally to the city's youth. Supporting this concept, Mayor Kenneth Reeves, School Committee Chairman, and veteran Committeeman Alfred Fantini implemented a program with Harvard and MIT to purchase computers from college students. Titled the "Computer Purchasing Network," this innovative concept created the city's first public/private enterprise to aid the schools' technology program and resulted in providing schools with

99 computers and 64 printers at a cost of \$47,000, or a savings of over \$137,000, if the items were purchased new.

Additionally, M.I.T. President Charles Vest supported an extensive outreach program titled "City Days" that brought over 300 M.I.T. students into the city's public schools to assist science, computer and math teachers as laboratory assistants. School-college partnerships were also developed with Lesley, Wheelock, M.I.T., Harvard, Tufts, and Cambridge College to make greater use of available resources for Cambridge students. Similar pairings were expanded with local corporations including Lotus, Polaroid, W.R. Grade, Draper Laboratories, and the Volpe Transportation Center in collaboration with the Cambridge Partnership for Education. East Cambridge Savings Bank opened a branch within Cambridge Rindge and Latin School to train students in banking careers, and Cambridgeport Bank provided worksite opportunities for students.

Over 86% of school age children in the city attend public schools. They represent a diverse population, speaking 46 primary languages, and include nationals of 70 different countries. Of this enrollment 7.2% are Asian, 33% Black, 13.9% Latino, .2% Native American, and 45.3% White. Special needs students represent 25.8% of the school populations and 36% fall within the federal low-income guidelines. Cambridge students attendance rates are above the state average at 93.2%, and underlines the success of the community's effort to provide a diversified course offering and a school choice program. This is further proven by Cambridge's 2.5% annual drop out rate,

far below the state average. Over 65% of the 1993 high school graduates attend college and 14% directly entered the workforce.

The success of the Cambridge Public Schools is recognized nationally. Its reputation succinctly was captured by U.S. NEWS AND WORLD REPORT in its January 11, 1993 edition: [Cambridge's] "well designed intradistrict choice plan spurs improvement and innovation in schools and helps motivate students and teachers."



Morse Elementary School Principal James Coady discusses plans for "Environmental Day" activities at the school with students.

FISCAL YEAR 1993 - CAMBRIDGE FACTS ON FILE

GENERAL

Population: (Source: 1990 US Census Bureau) 95,802
 Area (square miles): 6.26

POPULATION CHARACTERISTICS (Source: 1990 US Census Bureau)

	1980	1990
White	82.3%	75.3%
Black	10.9%	13.5%
Asian	3.8%	8.4%
Native American	0.2%	0.3%
Other	2.8%	2.5%
TOTAL	100%	100%
Hispanic Origin	4.8%	6.8%
<i>Persons of Hispanic origin may be of any race.</i>		

GOVERNMENT

Founded: 1630
 Date of Incorporation as a City: 1846
 Form of Government: Council/Manager
 Mayor: Elected by the Council
 No. of Councillors: Nine

FINANCE

Adopted City Budget: \$282,176,860
 Adopted School Budget: \$ 74,312,300
 Number of Full-time City Employees: 2,314
 Number of School Full-time Employees: 1,174
 Total Assessment: \$ 7.0 Billion
 Bonded Indebtedness: \$63.8 Million
 Tax Rate - Residential: 13.33
 Commercial: 28.40
 Excise Rate: \$25 per thousand

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
Block 1	0-40	\$1.42	\$2.86
Block 2	41-400	1.52	3.04
Block 3	401-2,000	1.62	3.26
Block 4	2001-10,000	1.73	3.52
Block 5	over 100,000	1.85	3.73

All general consumption and rates are measured in hundreds of cubic feet. The rates are per hundred cubic feet.

PUBLIC SCHOOL SYSTEM

Elementary Schools: 13
 High Schools: 1
 Number of Students: 8,023
 Number of Full Time Teachers: 738
 Cost Per Pupil: \$9,262

STUDENT POPULATION

Elementary: 5 287
 Secondary: 2 038
 Ungraded: 688

COMPOSITION OF STUDENTS

Non-Minority:	49.9%
Minority:	50.1%

HOUSING

Listed as controlled units (Source: as of 6/15/92 City Record):	16,200
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Type of House	Average Value	# of Parcels
(one family)	\$309,100	3,452
(two family)	\$248,400	3,170
(three family)	\$248,600	1,672
Condominium	\$146,200	7,196
(Source: City of Cambridge as of 1/1/93)		

GENERAL INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 7/1/93)	44,119
Number of Parks:	70
Number of Recreation Teen Centers:	6
Number of Community Schools:	13
Number of Senior Citizen Centers:	2
Number of Golf Courses:	1

FOUR LONGEST STREETS

Massachusetts Avenue:	4 miles
Cambridge Street:	2 miles
Concord Avenue:	2 miles
Broadway:	1 mile
Miles of City Streets:	125 miles

INSTITUTIONS OF HIGHER LEARNING

Harvard/Radcliffe
Massachusetts Institute of Technology
Lesley College
Cambridge College

THE LARGEST TEN EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Department 1992)

Name of Employer	Nature of Business	1992 Employees
1. Harvard University	Education	9,000
2. Massachusetts Institute of Technology	Education	8,380
3. City of Cambridge	Government	4,907
4. Lotus Development Corporation	Computer Software	2,282
5. Polaroid	Photo & Optic Equipment	2,376
6. Mt. Auburn Hospital	Medical	1,944
7. Draper Labs	Research & Development	1,659
8. Bolt, Beranek & Newman	Research & Development	1,511
9. Arthur D. Little	Research & Development	1,227
10. Badger Engineering	Construction	977

DEPARTMENT HEADS

Affirmative Action:
William A. Gomes

Animal Commission:
Mark W. McCabe

Arts Council:
Pallas Lombardi
(Acting)

Assessing:
Sally Powers

Auditing:
James Lindstrom

Budget:
Louis DePasquale

Cable TV:
Edward C. Casey

City Clerk:
D. Margaret Drury
John Flynn

**Commission for Persons
with Disabilities:**
Gail Enman

Community Development:
Michael H. Rosenberg

Conservation Commission:
Alexander J. Stryski

**Management Information
Systems:**
Valerie A. Roman

Election Commission:
Edward Samp
Sondra Scheir
Artis B. Spears
Darleen G. Bonislawski

Electrical:
George Fernandes

Emergency Management:
David B. O'Connor

Environmental Program:
Elizabeth Epstein

Executive:
Robert W. Healy
Richard C. Rossi

Fire:
Kevin Fitzgerald

Fiscal Affairs:
James P. Maloney, Jr.

Health and Hospitals:
Melvin H. Chalfen, M.D.
John G. O'Brien

Historical Commission:
Charles Sullivan

Human Rights Commission:
Margot Kosberg

Human Services:
Jill Herold

Inspectional Services:
Robert Bersani

Law:
Russell B. Higley

Library:
Susan Flannery

License:
Alex Rodriguez

Neville Manor:
Paul Hollings

Peace Commission:
Cathy Hoffman

Personnel:
Michael P. Gardner

Police:
Perry Anderson

**Police Review &
Advisory Board:**
Malvina Monteiro

Public Works:
David Haley

Purchasing:
Diane Wynshaw-Boris

Rent Control:
Terrence Morris

Retirement:
Anne Leduc

School:
Mary Lou McGrath

Weights & Measures:
Francis Tobin

Traffic and Parking:
George Teso

Veterans' Benefits/Services:
William J. Cabral

Water:
Nancy Barnes

Women's Commission:
Nancy M. Ryan

Department Telephone Numbers

Department	Tel. No.	Department	Tel. No.
Affirmative Action	349-4332	Human Services	349-6200
Animal Commission	349-4376	Inspectional Services	349-6100
Arts Council	349-4380	Law	349-4121
Assessors	349-4343	Library	349-4040
Auditing	349-4240	License Commission	349-6140
Budget	349-4370	Mayor	349-4321
Cable T. V.	349-4296	Neville Manor	349-4050
Cemetery	349-4889	Parking Violations	349-4705
City Clerk	349-4260	Peace Commission	349-4694
City Council	349-4280	Personnel	349-4332
Community Development	349-4600	Police	349-3300
Commission for Persons with Disabilities	349-4692	Police Review & Advisory Board	349-6155
Conservation Commission	349-4680	Printing	349-4206
Consumer Commission	349-6150	Public Works	349-4800
Council on Aging	349-6220	Purchasing	349-4310
Management Information Systems	349-4140	Recreation	349-6230
Election Commission	349-4361	Rent Control	349-6161
Electrical	349-4295	Retirement	349-4114
Emergency Management	498-1590	Revenue	349-4220
Environmental Program	349-4604	School	349-6400
Executive	349-4300	Traffic & Parking	349-4700
Fire	349-4900	Treasury	349-4212
Health & Hospitals	498-1000	Veterans' Services	349-4760
Historical Commission	349-4683	Water	349-4770
Human Rights Commission	349-4396	Weights & Measures	349-6133
		Women's Commission	349-4697

CREDITS

Layout and Mechanical
Paper
Cover
Printing
Composition
Cover Design
Cover & Center Photos
Inside Photos

Irving Graphics & Publishing Services
70 Pounds
60 Pounds
Irving Graphics & Publishing Services
Annual Report Compiled by the Budget Department
Budget Department
H. Curtis Gaines
Maclone Photos
H. Curtis Gaines
Don West
Jeffrey Dunn
Edward Fowler
Eric Levenson
Winslow Martin

